

May 20, 2021

Fiscal Years 2022-2024

Town of Westford Budget



Jodi Ross

Town of Westford

Fiscal Years 2022-2024

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SELECT BOARD FISCAL YEAR 2022 BUDGET POLICY DIRECTION

The Town Manager will prepare the FY22 operating budget and a three-year projection of expenses and revenue. We are anticipating that there may be significant revenue shortfalls in Fiscal Years 21 & 22 due to the COVID-19 pandemic. Therefore, we are making the following recommendations for the FY22 budget:

- Fund all debt obligations first.
- Satisfy existing and anticipated future contractual and mandated obligations.
- Make every attempt to fund OPEB at a minimum at the FY21 amount.
- Maintain minimum recommended reserves at 5% of the operating budget.
- Attempt to maintain services at current levels. If anticipated FY21 and FY22 revenue and excess Free Cash, if any, is insufficient for that purpose, options have been identified for expense reductions at various levels.
- Develop a capital plan that includes funding from Free Cash to the extent that it is available after considering all town and school needs. The target total for bond payments should fall within the range of 7-10% of the Town's operating budget.
- Any new proposed ongoing positions (funding for associated benefits included) or expenses must be accompanied by corresponding ongoing expense reductions or by new recurring revenue, so that the merits of the trade-offs may be evaluated to determine whether to move forward with the new position or expense.
- Consider Select Board and School Committee requests from Town and School Safety Task Force recommendations. Analyze possible funding to meet those requests if feasible.
- Evaluate our health insurance renewal and its impact on our 2022 budget. Investigate options for providing quality health insurance for our employees and retirees, while controlling costs.
- In the event that the above conditions are met and available funds remain, the Town Manager will meet with department heads and the Superintendent of Schools to identify and prioritize unfilled departmental needs, other capital requirements, or other town necessities and make a recommendation to the Board of Select Board, Finance Committee, and School Committee.

Budget Summary

		FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022	FISCAL 2022
		ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC
APPROPRIATION SUMMARY									
GENERAL GOVERNMENT		4,021,708.35	4,441,125.00	4,328,486.00	4,227,985.00	4,717,132.00	5,228,981.00	-4.80%	(213,140.00)
PUBLIC SAFETY		10,163,937.57	11,015,400.00	11,407,760.00	11,194,944.00	11,542,186.00	11,695,912.00	1.63%	179,544.00
EDUCATION		60,535,234.21	62,319,527.00	63,646,321.00	63,421,288.00	64,554,351.00	65,841,449.00	1.77%	1,101,761.00
PUBLIC WORKS		5,551,171.78	5,582,314.00	5,785,393.00	5,765,584.00	5,859,739.00	5,929,045.00	3.28%	183,270.00
HEALTH & HUMAN SERVICES		1,080,396.68	1,154,910.00	1,189,843.00	1,159,327.00	1,212,704.00	1,224,026.00	0.38%	4,417.00
CULTURE & RECREATION		1,937,316.95	2,088,451.00	2,124,860.00	2,094,074.00	2,183,060.00	2,202,825.00	0.27%	5,623.00
DEBT SERVICE		7,315,769.61	5,951,950.00	6,164,354.00	6,164,354.00	6,591,574.00	5,400,182.00	3.57%	212,404.00
UNCLASSIFIED		17,688,582.41	18,317,683.00	19,993,056.00	19,148,741.00	21,775,164.00	23,563,264.00	4.54%	831,058.00
COMMUNITY PRESERVATION FUND		759,444.93	807,327.00	835,406.00	835,406.00	957,350.00	1,044,128.00	3.48%	28,079.00
WATER ENTERPRISE FUND		3,914,535.20	4,667,342.00	4,780,938.00	4,655,986.00	4,636,498.00	4,468,803.00	-0.24%	(11,356.00)
RECREATION ENTERPRISE FUND		1,130,913.37	1,407,253.00	1,449,866.00	1,429,996.00	1,518,771.00	1,555,204.00	1.62%	22,743.00
AMBULANCE ENTERPRISE FUND		1,366,610.86	1,362,078.00	1,408,671.00	1,516,324.00	1,548,989.00	1,568,420.00	11.32%	154,246.00
STORMWATER ENTERPRISE FUND		-	1,250,138.00	1,172,718.00	1,209,662.00	1,225,766.00	1,402,160.00	-3.24%	(40,476.00)
TOTAL ARTICLE		115,465,621.92	120,365,498.00	124,287,672.00	122,823,671.00	128,323,284.00	131,124,399.00	2.04%	2,458,173.00

Operating Budget

General Government

122 Select Board

Mission Statement:

The Select Board is committed to ensuring the safety and well-being of our citizens, providing a high-quality education for our children, managing growth, maintaining the town infrastructure, and protecting the town's valued environmental and historic resources, all in a fiscally responsible manner. The Board will provide open and honest leadership, promote citizen participation, and support and encourage our town employees and volunteers. The board will always act in the best interest of the Town.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	5,365.00	5,365.00	5,180.00	5,180.00	5,180.00	5,180.00	-3.45%	(185.00)
ADVERTISING-LEGAL	281.04	500.00	500.00	500.00	500.00	500.00	0.00%	-
OTHER CHARGES AND EXPENSES	-	500.00	-	-	-	-	-100.00%	(500.00)
DUES & MEMBERSHIPS	5,616.00	5,641.00	5,693.00	5,693.00	5,693.00	5,693.00	0.92%	52.00
NMCOG MEMBERSHIP	6,942.03	7,117.00	7,235.00	7,235.00	7,416.00	7,602.00	1.66%	118.00
COMMUNITY INITIATIVES	433.72	3,000.00	3,000.00	1,000.00	3,000.00	3,000.00	-66.67%	(2,000.00)
ENCUMBRANCES	685.00							-
CATEGORY TOTAL	19,322.79	22,123.00	21,608.00	19,608.00	21,789.00	21,975.00	-11.37%	(2,515.00)
DEPARTMENT TOTAL	19,322.79	22,123.00	21,608.00	19,608.00	21,789.00	21,975.00	-11.37%	(2,515.00)

Description of Changes:

The overall budget was decreased by \$2,515. The Community Initiatives budget was reduced by \$2,000 and the Other Charges and Expenses was reduced by \$500. The decreases are necessary as revenues have decreased due to the COVID-19 pandemic.

Programs & Services:

The Select Board are the chief policy making officials of the town and are responsible for the enforcement of all town bylaws and regulations. The Select Board appoint the following people and committees according to the Charter explicit language:

- Town Manager
- Town Counsel
- Conservation Commission
- Board of Appeals

Elected Select Board:

Andrea Peraner-Sweet, Chair

G. Thomas Clay, Vice Chair

John H. Cunningham

J. Scott Hazelton

Anita Tonakarn-Nguyen

Additionally, in accordance with general language in the Charter, the Select Board appoints the following:

- Cable TV Advisory Committee
- Community Teamwork, Inc. Representative
- Council on Aging
- Permanent Town Building Committee
- Historical Commission
- Lowell Regional Transportation Authority Representative
- Northern Middlesex Council of Government (Selectman Representative)
- Any ad hoc committees required to carry out the responsibilities of the Select Board which are not delegated to the Town Manager for appointment (for example, the Senior, Low-Income & Disabled Tax Relief Committee)

123 Town Manager**Mission Statement:**

The Town Manager's office is committed to being responsive, ethical, and transparent while providing quality, innovative and effective service to all town departments, federal and state agencies, the business community, and our residents at large. We foster and promote effective working relationships with all town employees, boards, committees, and commissions. We are committed to annually presenting a fiscally responsible operating budget that accomplishes the goals of the Select Board.

Goals: The Select Board approved the following Select Board/Town Manager Goals on October 13, 2020:

1. Adhere to the Select Board Fiscal Year 2022 Budget Policy Direction.
2. Allocate town resources to respond to increasing demands for town services as a result of new growth from recent housing developments and associated residential impact.
3. Provide town departmental support to the newly created Diversity, Equity, and Inclusion Committee. Support the committee seek any available grant funding to assist equity assessment efforts.
4. Support the Town and School Safety Task Force's charge by supporting solicitation of broad community input to develop specific safety and wellness recommendations. Bring these recommendations to Select Board and School Committee for their consideration, input and approval prior to bringing to Town Meeting for consideration of funding.
5. Work with the Permanent Town Building Committee (PTBC) and other committees and town staff to coordinate the demolition of the old Center Fire Station, relocation of the Fire Antenna, and continue the design of the New Center Building, with a request for construction appropriation at Annual Town Meeting. Assist PTBC with the analysis of providing office space for School Administration employees.
6. Implement the Stormwater Enterprise Fund and associated Stormwater Management Program by assisting residents and businesses through the initial billing phase, administering the credit and appeals processes, meeting Year Three Compliance permit requirements and obligations. Complete the Town-Wide Culvert Assessment Study and continue to promote the benefits of stormwater management through public education and outreach.
7. Assist the efforts of the 35 Town Farm Road Task Force, in coordination with the PTBC, to issue a Request for Proposals for the construction of a new Fire Training Facility to be located at 60 Town Farm Road, and redevelopment of the Town Farm site into senior affordable housing and a new home for the Westford Food Pantry.

8. Support the 12 North Main Street Task Force to seek any available Federal/State grant funding to assist with hazardous material cleanup costs. Continue to work with the task force to determine next steps, and present options to the Select Board.
9. Ensure that personal information of residents in all formats is being appropriately protected, that measures are in place to minimize the risk of data breaches or other cyber-attacks whether technically based or through social engineering, and to ensure that the town has appropriate plans for recovery from such events.
10. Continue to work with the Technology Department and other town departments to allow for remote or flexible working arrangements for both town and school staff in the event the pandemic requires town or school buildings to be closed.
11. Continue to monitor any impacts from the Newport Materials asphalt plant, and coordinate compliance with settlement agreement terms and obligations. Work with steering group of DPW, Parks & Grounds, Facilities and Town Manager's office to recommend capital improvements with mitigation labor and materials.
12. Work with Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, Library and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
13. Work with and support the Planning Board and Land Use Management Department to implement any newly approved Zoning Bylaw Amendments following October 17, 2020 Special Town Meeting.
14. Work with the Cemetery Department and Cemetery Commission to develop a plan to meet future needs for grave space.
15. Work with town committees and town staff to increase the sustainability of Westford's municipal operations by increasing energy efficiency, expanding the use of renewable energy and reducing greenhouse gas emissions.

Programs & Services:

The town manager is the chief administrative officer of the town, and acts as the agent for the Select Board, ensuring the proper operation of town affairs under the policy direction of the board. The town manager supervises, directs and is responsible for the efficient administration of all officers appointed by her, and their respective departments, and of all functions for which she is given responsibility by the Charter, town meeting, or by vote of the board.

The town manager appoints all department heads and officers, subordinates, and employees under her direct supervision; and officers, subordinates and employees for whom no other method of selection is provided in the Charter, except employees of the school department and persons serving under officers, boards, commissions and committees elected directly by the voters of the town.

The town manager appoints the Affordable Housing Committee, Council on Aging, Board of Assessors, Capital Planning Committee, Board of Cemetery Commissioners, Parkerville Schoolhouse Committee, Parks and Recreation Commission, Records and Archives Committee, Recycling Commission, Town Forest Committee, TREAD Committee, and Board of Water Commissioners. The town manager is the appointing authority for the police and fire chiefs, subject to the confirmation of the Select Board; and after consultation with the police or fire chief, appoints all employees of their respective departments, except for their clerical and maintenance employees.

The financial management responsibilities of the town manager include preparing and submitting an annual operating and capital budget for all town departments. The town manager ensures complete records of the financial and administrative activity of the town are maintained, approves warrants for payments of town funds prepared by the accountant, and is responsible for the purchase of all supplies, materials, and equipment, except for the school department and library. The town manager approves the award of all contracts for all town departments (with the exception of the school department and library) subject to approval of the Select Board. The town manager keeps the Select Board and Finance Committee fully informed as to the financial condition of the town and consults with the Finance Committee to make recommendations to the board, and to other elected and appointed officials as necessary.

The personnel management responsibilities of the town manager include administering and adopting, in consultation with the Personnel Advisory Committee, personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees. The town manager administers all collective bargaining agreements, except for school department agreements, entered into by the town. The town manager fixes compensation of all town employees and officers appointed by her, within the limits established by appropriation and any applicable compensation plan or collective bargaining agreements. The town manager is responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except the employees of the school department and the library director and assistant library director, with these contracts subject to the approval by the Select Board.

This description above is summarized from the 1989 Act Establishing a Select Board-Town Manager Form of Administration in the Town of Westford. The full version may be viewed online at: <https://www.westfordma.gov/DocumentCenter/Home/View/3263>

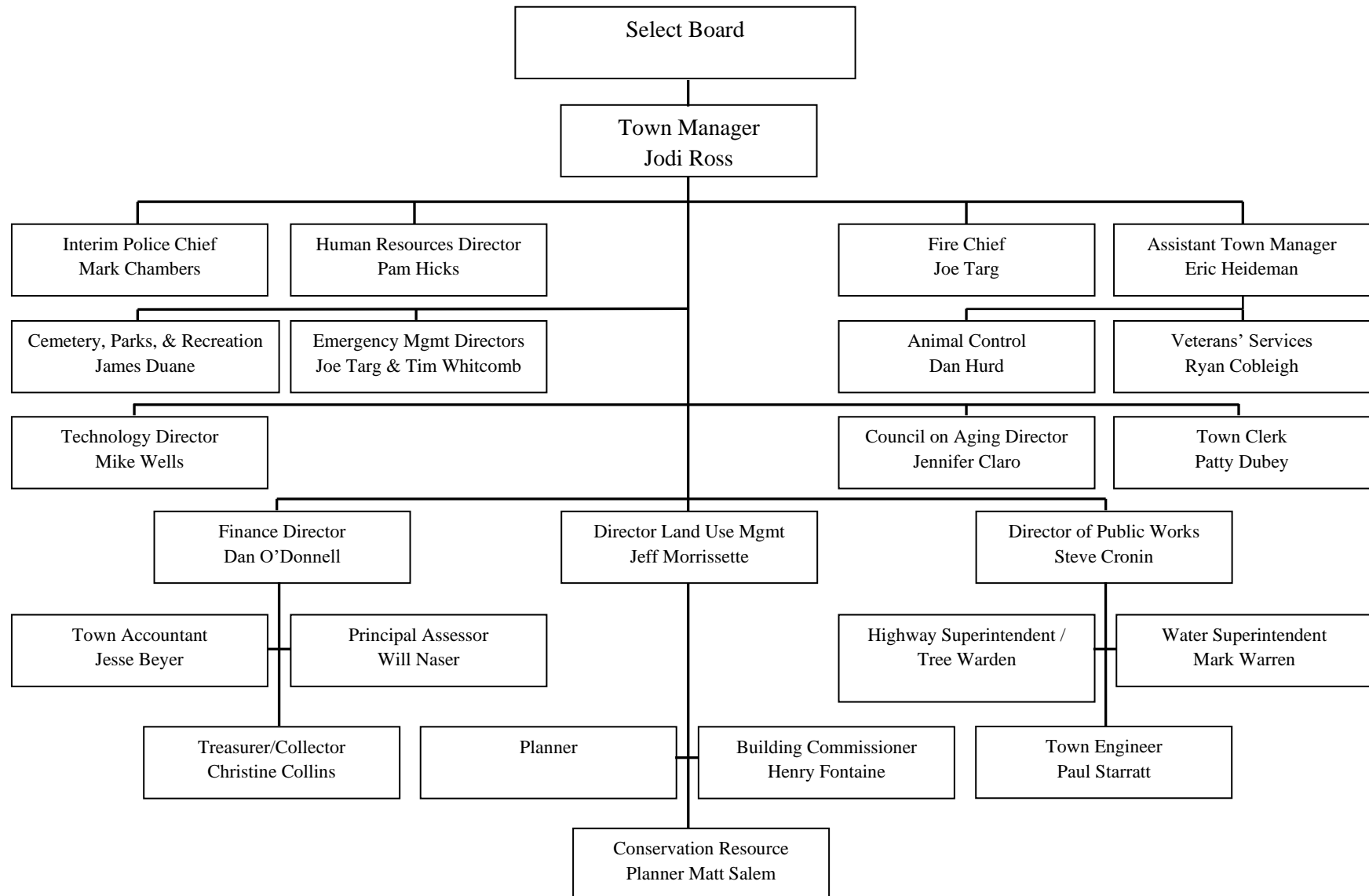
Description of Changes:

The overall Town Manager budget decreased by 2.34%. Personal services increased by 2% for all non-union personnel for a cost-of-living adjustment. The secretary hours were reduced leaving \$1,000 for substitute office coverage, when required. The overall expense budget in FY22 was decreased by \$8,562 because Management Performance Training and Meetings and Conferences were not funded in FY22.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TOWN MANAGER	201,722.16	209,557.00	213,748.00	213,748.00	213,748.00	213,748.00	2.00%	4,191.00
ASSISTANT TOWN MANAGER	124,236.22	126,721.00	129,256.00	129,256.00	129,256.00	129,256.00	2.00%	2,535.00
PROJECT/PROCUREMENT SPECIALIST	68,446.70	69,384.00	70,803.00	70,803.00	70,803.00	70,803.00	2.05%	1,419.00
SECRETARY (VACATION/SICK COVERAGE)	11,615.99	14,440.00	14,949.00	1,000.00	14,949.00	14,949.00	-93.07%	(13,440.00)
VACATION COVERAGE	1,650.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	0.00%	-
ADMIN - ANNUAL TOWN REPORT			3,500.00	3,500.00	3,500.00	3,500.00		3,500.00
LONGEVITY	850.00	1,450.00	1,450.00	1,450.00	1,450.00	1,700.00	0.00%	-
LIFE INSURANCE / LONG TERM DISABILITY	2,977.32	-	-	-				-
CATEGORY TOTAL	411,498.39	423,802.00	435,956.00	422,007.00	435,956.00	436,206.00	-0.42%	(1,795.00)
EXPENSES								
MANAGEMENT PERFORMANCE TRAINING	5,000.00	5,000.00	1,000.00	-	1,000.00	1,000.00	-100.00%	(5,000.00)
CONTRACTED SERVICES	-	500.00	-	-	-	-	-100.00%	(500.00)
ADVERTISING-LEGAL	1,477.15	800.00	1,000.00	1,000.00	1,000.00	1,000.00	25.00%	200.00
OFFICE SUPPLIES	629.50	700.00	700.00	700.00	700.00	700.00	0.00%	-
FORMS/PRINTING	4,384.78	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	1,643.99	850.00	1,250.00	1,250.00	1,250.00	1,250.00	47.06%	400.00
TRAVEL - MILEAGE	800.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
MEETINGS & CONFERENCES	3,362.55	3,680.00	-	-	-	-	-100.00%	(3,680.00)
DUES AND MEMBERSHIPS	2,327.41	2,975.00	2,993.00	2,993.00	2,993.00	2,993.00	0.61%	18.00
ENCUMBRANCES	26.40							-
CATEGORY TOTAL	19,651.78	19,705.00	12,143.00	11,143.00	12,143.00	12,143.00	-43.45%	(8,562.00)
DEPARTMENT TOTAL	431,150.17	443,507.00	448,099.00	433,150.00	448,099.00	448,349.00	-2.34%	(10,357.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Manager	1.0	EXEM	213,748.00	850.00	214,598.00
Assistant Town Manager	1.0	EXEM	129,256.00	600.00	129,856.00
Vacation Coverage			2,250.00		2,250.00
Admin - Annual Town Report		NON	3,500.00		3,500.00
Project/Procurement Specialist	1.0	NON	70,803.00		70,803.00
Administrative Secretary	0.3	NON	1,000.00		1,000.00
Total Personal Services	3.3		420,557.00	1,450.00	422,007.00



131 Finance Committee

Mission Statement: The Finance Committee's mission is to make recommendations on all financial matters, including the budget, to Town Meeting. The Finance Committee has oversight responsibility for all municipal financial matters, as well as other statutory authority granted to them by town bylaw.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
PRINTING/POSTAGE SERVICES	5,539.45	6,200.00	6,200.00	6,200.00	6,400.00	6,500.00	0.00%	-
OTHER PURCHASED SERVICES	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	2,220.00	0.00%	-
MEETINGS & CONFERENCES	-	165.00	165.00	165.00	165.00	165.00	0.00%	-
DUES & MEMBERSHIPS	280.00	280.00	280.00	280.00	280.00	280.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	8,039.45	8,865.00	8,865.00	8,865.00	9,065.00	9,165.00	0.00%	-
RESERVE FUND		150,000.00	150,000.00	125,000.00	150,000.00	150,000.00	-16.67%	(25,000.00)
TRANSFERS OUT		(11,500.00)					-100.00%	11,500.00
CATEGORY TOTAL	-	138,500.00	150,000.00	125,000.00	150,000.00	150,000.00	-9.75%	(13,500.00)
DEPARTMENT TOTAL	8,039.45	147,365.00	158,865.00	133,865.00	159,065.00	159,165.00	-9.16%	(13,500.00)

Description of Changes:

The Finance Committee Reserve Fund was reduced to \$125,000 due to the decrease in requests during the most recent fiscal years. The Select Board and Finance Committee have the ability to transfer funds between operating budget between May 1 and July 15 at the end of each fiscal year. This mechanism allows us to be able to reduce the amount in the reserve fund and still be able to address unforeseen and unbudgeted expenditures before the end of the fiscal year. The printing and postage costs are to pay for the Annual Westford Finance Committee Report and Recommendations which are mailed out to all residents prior to the Annual Town Meeting. The Other Purchased Services line item is to pay for minutes to be taken at the public meetings.

Programs & Services:

The Finance Committee is responsible for conducting public meetings prior to Annual and Special Towns Meetings in order to make recommendations on the finance-related warrant articles. The committee produces an annual report that publishes their recommendation on the finance-related articles. The Finance Committee also manages the Town's reserve fund and can appropriate money for unforeseen and extraordinary events. The Finance Committee is composed of nine members. Each serves a three-year term. Finance Committee members are appointed by the Town Moderator.

Other Metrics:

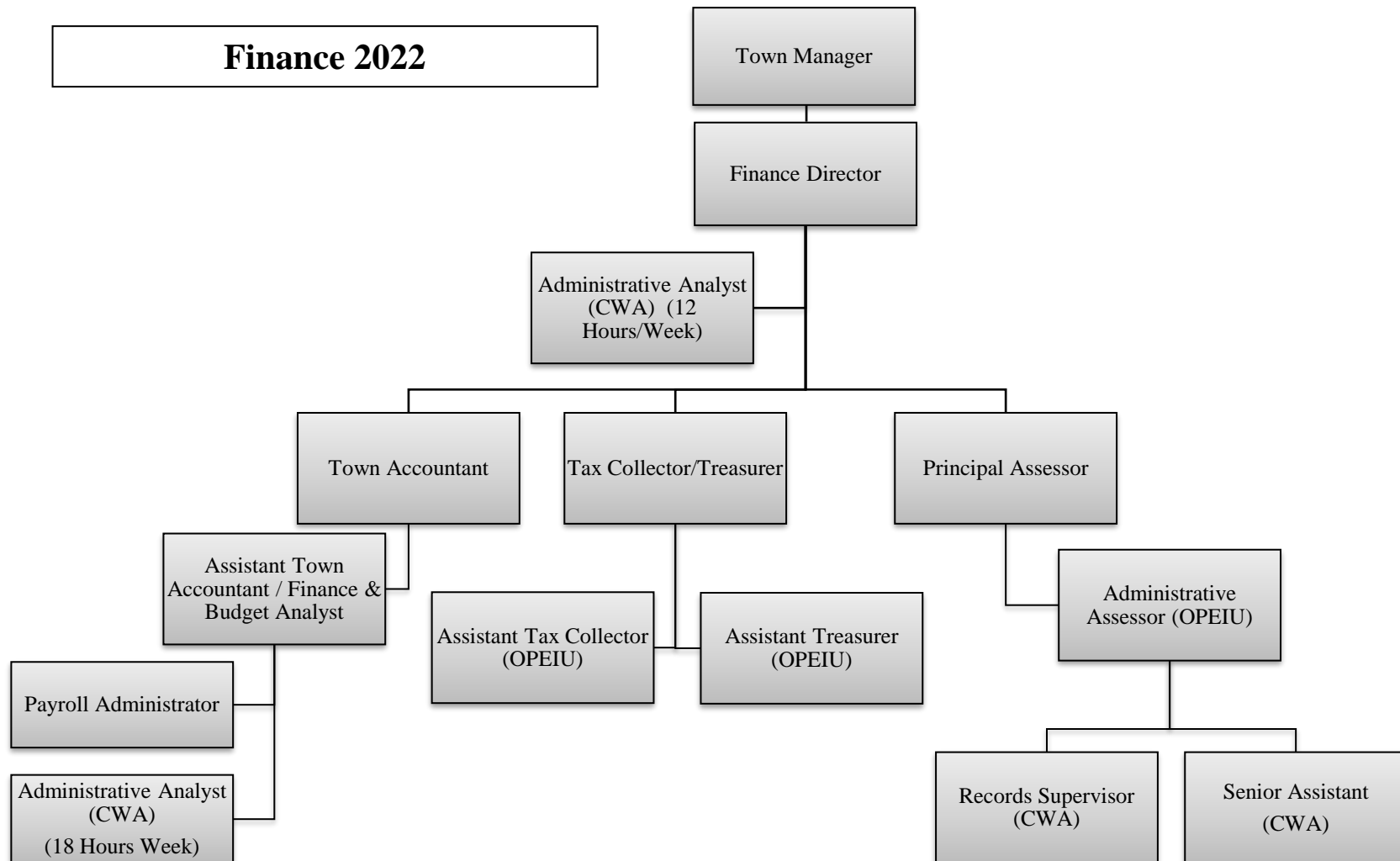
This is a link to the 2020 [Finance Committee Report & Recommendations](#):

General Fund Reserve Fund Transfers for Fiscal Year 2021 as of February 9, 2021

Date	Transaction	Amount	Balance	Comment
June 20, 2020	Annual ATM Appropriation	\$150,000.00	\$150,000.00	
October 17, 2020	Library Heat Pump	(\$11,500.00)	\$138,500.00	Heat pump #11, providing AC and heating for the Mary Atwood Hall and staff workplace. has failed. This is the 11 th out of 13 units replaced.

Water Enterprise Reserve Fund Transfers for Fiscal Year 2021 as of February 9, 2021

Date	Transaction	Amount	Balance	Comment
June 20, 2020	Annual ATM/STM Appropriation	\$250,000.00	\$250,000.00	

132 Finance Department

Mission Statement:

The mission of the Finance Department is to manage the town's financial resources in a sustainable and responsible manner in order to effectively monitor and report the current financial status of the town. In addition, the Finance Department provides quality support and services to other town departments so they can perform their missions more efficiently.

Goals:

- To continue to develop financial policies in coordination with the treasurer/collector and town accountant as recommended by the bond rating agencies.
- To assist the Town Manager in providing a balanced budget to present to Town Meeting.
- To adhere to the Select Board's budget policy.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
FINANCE DIRECTOR	126,000.00	128,520.00	131,091.00	131,091.00	131,091.00	131,091.00	2.00%	2,571.00
ADMINISTRATIVE ANALYST	17,852.57	18,558.00	19,656.00	19,656.00	19,656.00	19,656.00	5.92%	1,098.00
LONGEVITY	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	1,292.00	0.00%	-
CATEGORY TOTAL	145,144.57	148,370.00	152,039.00	152,039.00	152,039.00	152,039.00	2.47%	3,669.00
EXPENSES								
OFFICE SUPPLIES	3.18	200.00	200.00	200.00	200.00	300.00	0.00%	-
TRAVEL - MILEAGE	202.36	100.00	100.00	100.00	100.00	100.00	0.00%	-
MEETINGS & CONFERENCES	1,322.65	460.00	-	-	1,355.00	460.00	-100.00%	(460.00)
DUES & MEMBERSHIPS	135.00	135.00	135.00	135.00	135.00	135.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	1,663.19	895.00	435.00	435.00	1,790.00	995.00	-51.40%	(460.00)
DEPARTMENT TOTAL	146,807.76	149,265.00	152,474.00	152,474.00	153,829.00	153,034.00	2.15%	3,209.00

Description of Changes:

The meetings and conferences budget is decreasing by \$460.00 because the Finance Director obtained his MCPPO recertification in FY20 and he does not plan on attending any conferences during the COVID-19 pandemic. The next recertification will occur in FY23. The printing of the FY22 budget will be done in-house, and we plan to reuse binders for the budget books.

Programs & Services:

The Finance Director is responsible for providing professional financial planning, management, and administration of all financial processes of the town. The position is responsible for the management and general oversight of the three financial departments headed by the Town Accountant, Treasurer/Collector and Assessors. The Director is also responsible for a variety of complex analytical projects such as budget analysis, labor contract projections, and contract impact analysis. As mandated by the town charter, the Finance Director develops and maintains the five-year financial plan in close coordination with the Town Manager. The Finance Director attends all Finance Committee meetings and serves as their liaison.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Finance Director	1.0	EXEM	131,091.00	1,100.00	132,191.00
Administrative Analyst	0.3	CWA	19,656.00	192.00	19,848.00
Total Personal Services	1.3		150,747.00	1,292.00	152,039.00

135 Town Accountant

Mission Statement: The mission of the Town Accountant is to oversee and process payroll and accounts payable in a timely and accurate manner and provide financial reporting services for the Town in accordance with General Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS), Town policies and Town by-laws. Through strict internal controls, we strive to maintain a constant and diligent effort to review, audit, prepare, and proof every transaction before final processing for accuracy.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TOWN ACCOUNTANT	98,512.11	100,573.00	107,175.00	107,175.00	107,175.00	107,175.00	6.56%	6,602.00
ASST. TOWN ACCOUNTANT / FINANCE & BUDC	76,158.19	77,385.00	78,933.00	69,920.00	69,920.00	69,920.00	-9.65%	(7,465.00)
PAYROLL ADMINISTRATOR	73,499.82	74,684.00	76,177.00	76,177.00	76,177.00	76,177.00	2.00%	1,493.00
ADMINISTRATIVE ANALYST	26,273.54	27,837.00	29,673.00	29,673.00	29,673.00	29,484.00	6.60%	1,836.00
OVERTIME	1,134.29	2,600.00	1,800.00	1,500.00	1,800.00	1,800.00	-42.31%	(1,100.00)
LONGEVITY	1,988.00	1,988.00	2,488.00	2,488.00	2,488.00	2,738.00	25.15%	500.00
CATEGORY TOTAL	277,565.95	285,067.00	296,246.00	286,933.00	287,233.00	287,294.00	0.65%	1,866.00
EXPENSES								
ACCOUNTING & AUDITING SERVICES	37,250.00	37,750.00	38,750.00	38,750.00	40,000.00	41,000.00	2.65%	1,000.00
OFFICE SUPPLIES	402.08	1,000.00	1,000.00	1,000.00	1,050.00	1,100.00	0.00%	-
FORMS/PRINTING	1,378.69	1,350.00	1,400.00	1,400.00	1,450.00	1,500.00	3.70%	50.00
MEETINGS & CONFERENCES	2,388.50	3,850.00	2,010.00	1,180.00	2,200.00	2,400.00	-69.35%	(2,670.00)
DUES AND MEMBERSHIPS	675.00	125.00	125.00	125.00	425.00	125.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	42,094.27	44,075.00	43,285.00	42,455.00	45,125.00	46,125.00	-3.68%	(1,620.00)
DEPARTMENT TOTAL	319,660.22	329,142.00	339,531.00	329,388.00	332,358.00	333,419.00	0.07%	246.00

Goals:

- To service all Town departments' financial needs in a timely manner, so that they may carry out their department goals.
- To maintain the Town's financial records and ensure compliance with all MGLs.
- To provide accurate and timely financial information to local, State, and Federal government officials.

Description of Changes:

Personal Services increased by 0.65% which reflects collective bargaining contract settlements. The Asst. Town Accountant / Finance & Budget Analyst position is currently vacant, and the FY22 budget reflects the non-union band 4 minimum salary. Accounting Department expenses

decreased by 3.68% with the majority of the expense budget consisting of the annual Town audit and OPEB valuation. A contract with our outside auditors (Melanson, CPAs) expires at the end of FY21 and will be negotiated during FY22.

Programs & Services:

It is the responsibility of the Town Accountant to maintain and ensure the accuracy of all financial records and reporting including the general ledger, subsidiary ledgers, balance sheet, annual audits and all necessary reporting to the Department of Revenue. Examples include the Schedule A, Tax Recap, Certification of Free Cash, etc.

The Accounting Department is responsible for both the payroll and vendor payment distributions which includes all federal, state and local grants, gifts, revolving funds, enterprise, trusts, agency funds, and all financial reporting.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Accountant	1.0	EXEM	107,175.00	600.00	107,775.00
Asst. Town Accountant / Finance & Budget Analyst	1.0	NON	69,920.00	-	69,920.00
Payroll Administrator	1.0	NON	76,177.00	1,600.00	77,777.00
Administrative Analyst	0.5	CWA	29,673.00	288.00	29,961.00
Overtime			1,500.00		1,500.00
Total Personal Services	3.5		284,445.00	2,488.00	286,933.00

141 Assessors

Mission Statement: The Westford Assessors' Office and the Board of Assessors, as a professional team, exists to maintain equitable market value assessments by providing excellence in public service through complete, accurate, and timely assessments of all property subject to taxation competently and diligently as mandated under Massachusetts State law and to treat all people fairly and respectfully.

Goals:

- Maintain accurate, up to date, understandable and publicly accessible records on all properties. Prepare assessed values so tax bills can be issued timely. Provide friendly, competent and responsive service to taxpayers with respect to their responsibilities and opportunities under property tax regulations.
- Prepare for annual interim revaluations and recertification every 5 years with the Department of Revenue. Make policy changes within the Assessors' Office as needed or directed by statute and the Department of Revenue. Implement, review, document and act on all exemption and abatement applications, betterments, apportionments, etc. Continue annual measure and list for Real Estate, continue inspections and listings of Personal Property, review and analysis of sales data, income data, annual growth, and processes of all statutory mandates and DOR policies.
- Continue full implementation of in-house review, analysis of income and expenses, local and regional leases, and capitalization rates to provide supportive valuation through the Income Approach. Continue implementation of review and analysis of annual sales, management of Personal Property accounts, review of MLS, Banker & Tradesman for refinancing activity, bankruptcies, and foreclosures, etc. Continue work with map revisions, updates, corrections, and subdivisions.
- Implement Chapter 314 of the Acts of 2020 to implement the newly authorized legislation to establish a means tested senior citizen property tax exemption.

Description of Changes:

The FY22 personnel budget reflects a 2.0% increase per the collective bargaining agreements. The Principal Assessor is retiring in the near future so the \$100,000 request in FY22 is the estimated salary for the new Principal Assessor. The decrease in Contracted Services beginning FY22 is due to a 3-year contract with Patriot Properties for continued town wide property revaluation as required by the Department of Revenue every five years. Department of Revenue guidelines mandate a full review and inspection of all Personal Property every 5 years. To this end, the Town needs to contract with Patriot Properties to ensure compliance with the new mandates and continued cyclical measure and list of all Real Estate properties. To pay for the added expense of maintaining both Real and Personal properties, the Board of Assessors have been asked to release \$80,000 out of the overlay to apply towards the Assessor's budget, "of which \$40,700 is to be used for the FY23 interim revaluation beginning in the fourth quarter of FY22. The remaining \$39,300 is to be used to offset the FY22 general fund budget.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
PRINCIPAL ASSESSOR	108,432.90	110,602.00	100,000.00	100,000.00	100,000.00	100,000.00	-9.59%	(10,602.00)
ADMINISTRATIVE ASSESSOR	51,258.26	75,158.00	79,733.00	79,733.00	79,733.00	79,733.00	6.09%	4,575.00
RECORDS SUPERVISOR	57,299.40	60,448.00	61,662.00	61,662.00	61,662.00	61,898.00	2.01%	1,214.00
SENIOR ASSISTANT	46,944.12	49,564.00	52,481.00	52,481.00	52,481.00	52,682.00	5.89%	2,917.00
LONGEVITY	2,700.00	2,700.00	1,100.00	1,100.00	1,600.00	2,200.00	-59.26%	(1,600.00)
CATEGORY TOTAL	266,634.68	298,472.00	294,976.00	294,976.00	295,476.00	296,513.00	-1.17%	(3,496.00)
EXPENSES								
UNIFORM ALLOWANCE	166.48	-						-
CONTRACTED SERVICES	58,032.50	37,000.00	40,700.00	40,700.00	40,700.00	40,700.00	10.00%	3,700.00
OFFICE SUPPLIES	310.78	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAVEL - MILEAGE	3,885.12	5,000.00	2,500.00	2,500.00	2,500.00	2,500.00	-50.00%	(2,500.00)
MEETINGS & CONFERENCES	1,144.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
DUES & MEMBERSHIPS	753.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
ENCUMBRANCES	25,467.50							-
CATEGORY TOTAL	89,759.38	45,900.00	47,100.00	47,100.00	47,100.00	47,100.00	2.61%	1,200.00
DEPARTMENT TOTAL	356,394.06	344,372.00	342,076.00	342,076.00	342,576.00	343,613.00	-0.67%	(2,296.00)

Programs & Services:

The Assessor's Office offers many services such as certified abutters list, motor vehicle abatements, real estate abatements, personal property abatements, property record cards for real estate and personal property, maps, etc. The office staff regularly answers questions and assists taxpayers, real estate professionals, engineers, and attorneys.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Assessor	1.0	EXEM	100,000.00	-	100,000.00
Assistant Assessor	1.0	OPEIU	79,733.00	-	79,733.00
Records Supervisor	1.0	CWA	61,662.00	1,100.00	62,762.00
Senior Assistant	1.0	CWA	52,481.00	-	52,481.00
Total Personal Services	4.0		293,876.00	1,100.00	294,976.00

Other Information:

- The Board of Assessors has approximately eight meetings per year.
- Annually the office processes approximately 36,000 motor vehicle bills and approximately 1,000 abatements.
- The office currently processes approximately 10,000 real estate and personal property bills. On average, the office processes less than 120 abatements.
- The office processes approximately 180 elderly, veteran, and blind exemptions.
- The office processes approximately 215 CPA applications.
- The assessors' office also generates abutter lists and various reports.
- The office annually mails and processes approximately 1,300 Forms of List for Personal Property valuation. In addition, they also mail Chapter Land forms, and Income and Expense forms to commercial/industrial property owners.

145 Treasurer / Collector**Mission Statement:**

Our mission in the Collector's Office is to provide excellent customer service to taxpayers while protecting the interests of the town through diligent collection of all taxes and fees due. The Treasury department is committed to depositing, balancing and accounting for all town funds quickly and correctly, cooperating with town departments to effectively manage cash receipts and expenses. As Treasurer I am committed to ensuring compliance with State and Federal employment tax laws. We strive to maintain a reputation of integrity and excellence in everything we do.

Goals:

- Monitor collection activity closely and increase contact with customers who have delinquent balances.
- Collaborate with other Collectors to glean creative solutions for dealing with pandemic related issues.
- Develop a written plan for office operations in case of a long-term absence of the Treasurer/Collector.
- Continue to refine processes and procedures to accommodate the FY21 reduction in staff hours.

Description of Changes:Personal Services

Tax Collector-Treasurer: 2% COLA assumption in FY22

Assistant Treasurer & Assistant Tax Collector: Step and COLAs for the Assistant Tax Collector. The Assistant Treasurer has reached the top step according to the OPEIU contract but is still receiving a COLA.

Senior Assistant: Assuming no replacement in FY21 but requesting that the position be restored if possible, in FY22.

Expenses

The budget reduced travel and meetings, but increased postage and printing. Actual expenses from FY20 did not include postage and printing that usually takes place for Real Estate and MVE demands. The Select Board voted to delay charging interest until June 29th for bills issued after March 10, 2020 due to the pandemic. This caused the town to delay sending demands. The delay allowed some bills to be paid after the due date but before demand bills were issued. Normally many of these bills would have gone out on demand. Therefore, the actual expenses from FY20 are not a true picture of Postage and Printing costs. The US Postal Service also has a scheduled rate increase coming that will impact FY22.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TREASURER/COLLECTOR	108,706.94	110,882.00	113,099.00	113,099.00	113,099.00	113,099.00	2.00%	2,217.00
ASSISTANT TREASURER & ASST COLLECTOR	134,784.30	138,724.00	142,729.00	142,729.00	144,306.00	148,501.00	2.89%	4,005.00
SENIOR ASSISTANT	7,676.25	354.00	15,354.00	-	16,273.00	16,891.00	-100.00%	(354.00)
ADDITIONAL COVERAGE	436.73	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OVERTIME	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
LONGEVITY	2,300.00	3,300.00	3,300.00	3,300.00	3,300.00	3,300.00	0.00%	-
CATEGORY TOTAL	253,904.22	254,410.00	275,632.00	260,278.00	278,128.00	282,941.00	2.31%	5,868.00
EXPENSES								
LEGAL SERVICES - TAX TITLE	8,017.37	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
CONTRACTED SERVICES	3,484.75	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
POSTAGE	19,074.05	22,500.00	22,750.00	22,750.00	22,750.00	22,750.00	1.11%	250.00
PRINTING SERVICES	5,728.83	5,500.00	5,750.00	5,750.00	5,750.00	5,750.00	4.55%	250.00
OFFICE SUPPLIES	1,252.66	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	0.00%	-
TRAVEL - MILEAGE	-	75.00	-	-	75.00	75.00	-100.00%	(75.00)
MEETINGS & CONFERENCES	-	350.00	-	-	350.00	350.00	-100.00%	(350.00)
DUES AND MEMBERSHIPS	100.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
PUBLIC EMPLOYEE BOND	1,200.00	1,500.00	1,200.00	1,200.00	1,200.00	1,200.00	-20.00%	(300.00)
ENCUMBRANCES								-
CATEGORY TOTAL	38,857.66	45,275.00	45,050.00	45,050.00	45,475.00	45,475.00	-0.50%	(225.00)
DEPARTMENT TOTAL	292,761.88	299,685.00	320,682.00	305,328.00	323,603.00	328,416.00	1.88%	5,643.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Treasurer/Collector	1.0	EXEM	113,099.00	850.00	113,949.00
Assistant Treasurer	1.0	OPEIU	79,734.00	1,600.00	81,334.00
Assistant Collector	1.0	OPEIU	62,995.00	850.00	63,845.00
Additional Coverage	0.1		1,000.00		1,000.00
Overtime			150.00		150.00
Total Personal Services	3.1		256,978.00	3,300.00	260,278.00

Programs & Services:**Assistant Collector Functions:**

- 1 Full Time Employee performs this work.
- The Collector's Office bills and collects all taxes committed by the Board of Assessors.
- Properly imports or enters, balances and accounts for each tax payment, abatement, and refund.
- The tax office provides customer support to taxpayers, attorneys' offices, tax service companies and mortgage companies.
- Proves & records the cash and check turnovers for town and school departmental receipts.
- Balances receivables with Accounting.
- Prepares Municipal Lien Certificates.

Assistant Treasurer Functions:

- 1 Full Time Employee performs this work and assists with tax collections as needed.
- Provides support to all town & school departments through payroll and vendor warrant processing.
- Responsible for filing returns and paying all payroll tax obligations.
- Files quarterly unemployment reports.
- Distributing banking information to departments, handling voids and reissues.
- Proves & records the cash and check turnovers for town and school departmental receipts.
- Manages Deputy Collector scheduling and billing uploads.

Tax Collector-Treasurer Functions:

- Balances bank statements and reconciles cash with the Town Accountant monthly.
- Pursues delinquent collections through letters, tax liens and foreclosure processing.
- Supports customer service operations as needed.
- Handles all town related borrowing and reporting.
- Prepares year end reports for the Department of Revenue.
- Prepares W-2s and files W-2 data with State and Federal agencies.
- Works closely with the Finance Director and Town Accountant to maintain sound practices to support our AAA bond rating.
- Assists other department heads and staff with banking solutions and reporting requirements.

The first Stormwater Management Utility bills were issued on October 1, 2020. The collection of Stormwater bills has added 7,278 new accounts to our collection activity and no small number of additional phone calls and inquiries. The part time clerk resigned in July and was not replaced due to the hiring freeze. The COVID-19 pandemic slowed collections in FY2020, but we have seen some recovery since year end. The Collector's office maintained in office coverage throughout the pandemic, opening mail, answering phones, posting payments, taking departmental receipts,

going to the bank, processing vendor payments, issuing payroll checks and accommodating the public and other departmental staff in many creative ways.

Tax Collections: The COVID-19 pandemic created some unusual circumstances in FY20. The forbearance allowed by the extended due date last spring affected sending demand bills last year. The town also did not send tax lien notices on the schedule that I usually employ. The percent of uncollected Real Estate tax at the end of FY19 for FY19 taxes was 1.1%. The percent of uncollected Real Estate tax at the end of FY20 for FY20 was 1.9%. The impact of the pandemic will not be fully known for some time. However, the FY20 uncollected balance has gone from \$1,505,097 on June 30, 2020 to \$452,872 as of October 15, 2020. This is still higher than a normal year, but the situation is improving. Uncollected taxes accrue interest at 14%, and unpaid balances in tax lien status accrue interest at 16%. We will continue to pursue collections in a way that respects our residents and protects the interests of the town. All taxes are eventually collected. In the rare instances when the taxes are not, the property for which the tax is owed will be foreclosed. Once foreclosed, the town's Tax Possession Sales Committee will handle the sale of the property to recoup taxes and costs.

Tax Liens: Tax Titles, which increased from FY17 to FY18, settled back to a more average balance at the end of FY19 and FY20. The 5-year history is below. The town has seven parcels going through the foreclosure process currently. The town is expecting a couple of final judgements in the coming weeks as well as one redemption valued at \$61K.

The number of tax deferred accounts increased from 11 in FY16 to 21 deferral accounts in FY20. The increase is due to a public awareness effort aimed at helping low income seniors stay in their homes. Deferred taxes must be paid when a property is sold. While the qualifying senior citizen is living, the interest is zero percent. After death the interest rate rises to 16%, the same rate as tax title.

Other Information:

Tax Collector-Treasurer					
RE Tax Collection Snap Shot on June 30th of the FY	2020	2019	2018	2017	2016
Committed	80,425,177	76,749,569	73,535,590	70,877,598	68,735,311
Abated	(451,120)	(379,652)	(470,111)	(237,952)	(264,087)
Collected in FY	(78,371,735)	(75,301,354)	(72,455,209)	(69,961,487)	(67,884,683)
Moved to Tax Lien	(97,226)	(224,842)	(192,517)	(214,356)	(147,140)
Balance due on June 30th	1,505,097	843,720	417,753	463,803	439,401
Percent Uncollected	1.87%	1.10%	0.57%	0.65%	0.64%
Note: The uncollected 2020 balance was down to 452,872 by October 15th.					
Tax Liens on June 30th	2020	2019	2018	2017	2016
Tax Titles	560,877	612,321	722,898	571,480	701,502
Tax Deferral	429,285	361,280	311,457	221,077	278,886
Total Tax Liens	990,162	973,601	1,034,355	792,557	980,388
% of Current Yr Committed	1.23%	1.27%	1.41%	1.12%	1.43%
Accounts in Tax Title	39	35	48	44	47
Accounts in Deferral	21	19	17	10	11
There are 7 properties in process for foreclosure.					

151 Legal Services**Mission Statement:**

To protect the Town's best interests regarding legal matters.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
LEGAL SERVICES - TOWN COUNSEL	126,401.47	140,000.00	140,000.00	140,000.00	135,000.00	135,000.00	0.00%	-
LEGAL SERVICES - LABOR COUNSEL	12,021.35	20,000.00	20,000.00	20,000.00	12,500.00	12,500.00	0.00%	-
ENCUMBRANCES	7,000.00							-
CATEGORY TOTAL	145,422.82	160,000.00	160,000.00	160,000.00	147,500.00	147,500.00	0.00%	-
DEPARTMENT TOTAL	145,422.82	160,000.00	160,000.00	160,000.00	147,500.00	147,500.00	0.00%	-

Description of Changes:

The FY22 Legal Services Town Counsel budget was level funded based on FY20 actual expenses and FY21 year to date expenses. Also, we are recommending that the Labor Counsel budget be level funded in FY21. As of January 2021, five of the six town union contracts have been settled through FY22. The town will be in negotiations with the International Association of Fire Fighters (IAFF) in the coming months, as their current contract expires June 30, 2021. Most of the union negotiations are performed without the use of labor counsel, but there may be legal services required periodically throughout the negotiations process.

152 Human Resources**Mission Statement:**

- To recruit, retain and service a valued workforce that supports the mission, vision and values of the town.
- To contribute to the bottom line of the town by controlling costs through sound auditing practices, bidding of the benefits plans and HRIS controls.
- To foster a workplace that promotes employee feedback, open communication, personal accountability, teamwork, respectful interactions and quality services.

Goals:

- Update Town of Westford Personnel Policy & Procedures Handbook.
- Provide Employee trainings around cultural awareness and diversity.
- Continue to work with the schools, accounting, finance and IT on the benefit withholdings and HRIS processes.

Description of Changes:

The FY22 budget reflects a 2% increase for the non-union personnel. An increase to professional development was partially offset by a reduction in legal advertising.

Programs & Services:

The Human Resources Department works closely with the Town Manager, all departments, employees and retirees, and ensures compliance with state, federal and local personnel laws and regulations.

The Human Resources office provides guidance and support for the Town's personnel infrastructure and benefits for over 1,200 employees and 600 plus retirees. The span of the Human Resources Department is extensive with managing all areas of subscriber enrollments, most are in-house via web-based technology, reporting requirements, mandates, complex issues, online submissions and tracking.

Some of the daily responsibilities include; fielding questions and assisting employees and retirees, working closely with Payroll/Accounting and Finance in administering union contract benefits and ensure compliance, leaves/absences and payments, benefit changes, FMLA leaves, worker's compensation and 111F administration (Police & Fire Accident Insurance), recruitment process, retirements, auditing and reconciling benefit bills in excess of \$17 million, turnovers, HRIS changes, accruals, and processing PAFs (Personnel Action Forms).

Some of the areas the department is responsible for include:

- Personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- Recruitment
- Hiring
- Onboarding process
- Secure, coordinate and administer the benefits for over 3,000 subscribers to the health, dental, life, voluntary long-term disability, voluntary short-term disability, voluntary life insurance, and vision plans
- ADA compliance as it relates to employment issues
- Coordinate Military payments
- Staff development
- Evaluations
- Discipline
- Employee absences (illness, vacation, personal, authorized leaves)
- FMLA
- First Report of Injury
- Workers compensation
- Disability
- Terminations
- Workers' compensation reporting for town & school, federal reporting and surveys
- Federal labor census', surveys, market basket salary surveys
- Retirement in conjunction with the Middlesex Retirement System & PERAC
- Flexible & premium spending accounts (Section 125)
- HRIS system
- Administration of the Employee Pay and Classification Plan; credible coverage notices
- Open enrollment, including moving the group for carrier changes
- Self-pay and COBRA payments
- Police & fire accident insurance (111F)
- HURD Reporting
- HR website
- Medicare Part "D" reporting
- Medicare penalty payments
- Union negotiations
- Policies and procedures
- Annual payroll rollover process
- Compensated absences
- Trainings
- Employee issues
- Town and school turnovers
- Monthly benefit withholding audits
- Payment of Town-wide health and benefit bills in excess of \$17 million
- Maintaining all permanent personnel records
- Town and school Human Resource departments assist over 1,200 employees and approximately 600 retirees

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
HUMAN RESOURCES DIRECTOR	112,873.73	115,132.00	117,435.00	117,435.00	117,435.00	117,435.00	2.00%	2,303.00
BENEFITS COORDINATOR	67,317.20	68,415.00	69,766.00	69,766.00	69,766.00	70,033.00	1.97%	1,351.00
ADMINISTRATIVE ASSISTANT	44,760.21	45,375.00	46,289.00	46,289.00	46,289.00	46,289.00	2.01%	914.00
LONGEVITY	2,687.00	3,267.00	3,267.00	3,267.00	3,267.00	3,267.00	0.00%	-
CATEGORY TOTAL	227,638.14	232,189.00	236,757.00	236,757.00	236,757.00	237,024.00	1.97%	4,568.00
EXPENSES								
PRE-EMPLOY MEDICAL EXAM	9,871.90	6,000.00	8,000.00	6,000.00	8,000.00	8,000.00	0.00%	-
OTHER CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
LEGAL ADVERTISING	1,075.00	4,000.00	3,000.00	3,000.00	3,000.00	3,000.00	-25.00%	(1,000.00)
OFFICE SUPPLIES	799.89	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEDICAL RELATED EXPENSES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
PROGRAMS & ACTIVITIES	2,898.17	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
PROFESSIONAL DEVELOPMENT	3,418.56	9,100.00	11,034.00	11,034.00	5,000.00	5,000.00	21.25%	1,934.00
MEETINGS & CONFERENCES	220.00	600.00	50.00	50.00	600.00	600.00	-91.67%	(550.00)
DUES & MEMBERSHIPS	1,370.00	1,284.00	1,284.00	1,284.00	1,284.00	1,284.00	0.00%	-
ENCUMBRANCES	600.00							-
CATEGORY TOTAL	20,253.52	26,484.00	28,868.00	26,868.00	23,384.00	23,384.00	1.45%	384.00
COMPENSATION RESERVE	429.86	350,000.00	150,000.00	150,000.00	500,000.00	1,000,000.00	-57.14%	(200,000.00)
TRANSFERS OUT		(230,941.00)					-100.00%	230,941.00
DEPARTMENT TOTAL	248,321.52	377,732.00	415,625.00	413,625.00	760,141.00	1,260,408.00	9.50%	35,893.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Human Resources Director	1.0	EXEM	117,435.00	1,100.00	118,535.00
Benefits Coordinator	1.0	NON	69,766.00	1,100.00	70,866.00
Administrative Assistant	0.7	NON	46,289.00	1,067.00	47,356.00
Total Personal Services	2.7		233,490.00	3,267.00	236,757.00

Health Insurance:

The Town renewed the health insurance coverage with Blue Cross Blue Shield for the period of November 1, 2020 through October 31, 2021 with a 4.9% premium increase. This included a .5% premium reduction for bundling the health and voluntary dental plans.

As of June 2020, there were 473 retirees on Medex (Medicare supplemental insurance), 96 retirees on active health insurance plans who were not yet eligible for Medex, and 584 employees who are actively insured on these plans. The rate for Medex decreased by 6.5% starting on January 1, 2021. The Town insured approximately 57% of town and school employees who were benefit eligible.

The Town's OPEB (Other Post-Employment Benefits) trust fund balance in June of 2020 was \$7,127,037.

Voluntary Ancillary Lines of Coverage Renewal:

The Town renewed the voluntary insurance coverage through Equitable (formerly AXA Insurance), a Blue Cross Blue Shield subsidiary, for Long Term Disability, Short Term Disability, Voluntary Life, Town Life, and Retiree Life at a rate hold (0% increase) and the Accident Insurance and MetLife Vision (VSP) renewed at a rate hold (0% increase) for the period of November 1, 2020 through October 31, 2021.

155 Technology**Mission Statement:**

The mission of the Technology Department is to provide strategic direction on technology issues and to lead technology innovation initiatives, while responsibly managing the Town of Westford's technology systems and maintaining the highest level of reliable service to the community. Within the Schools, we also work with the Digital Learning Director to provide platforms supporting the changes to the curriculum and lesson delivery.

Goals:

- Support remote working and RLA initiative at the High School.
- Establish a sustainable asset plan for the technology infrastructure to support the Schools' digital learning strategy.
- Support roll out of One-to-World program at Middle Schools.
- Complete migration of all buildings to the new telephone platform.
- Continue implementation of information security programs in all departments.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TECHNOLOGY DIRECTOR	122,996.42	125,457.00	127,966.00	127,966.00	127,966.00	127,966.00	2.00%	2,509.00
GIS COORDINATOR	80,973.18	82,592.00	-	-	-	-	-100.00%	(82,592.00)
OFFICE MANAGER	72,577.11	37,747.00	29,822.00	29,822.00	30,730.00	31,619.00	-21.00%	(7,925.00)
IT TECHNICIAN	80,973.20	82,592.00	84,244.00	84,244.00	84,244.00	84,244.00	2.00%	1,652.00
APPLICATIONS MANAGER	90,692.84	92,507.00	94,357.00	94,357.00	94,357.00	94,357.00	2.00%	1,850.00
LONGEVITY	2,650.00	3,150.00	2,050.00	2,050.00	2,050.00	2,900.00	-34.92%	(1,100.00)
CATEGORY TOTAL	450,862.75	424,045.00	338,439.00	338,439.00	339,347.00	341,086.00	-20.19%	(85,606.00)

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
ELECTRICITY	6,539.53	7,000.00	7,000.00	7,000.00	7,140.00	7,283.00	0.00%	-
NATURAL GAS	835.80	1,000.00	1,000.00	1,000.00	1,020.00	1,040.00	0.00%	-
WATER	435.75	500.00	500.00	500.00	510.00	520.00	0.00%	-
BUILDING MAINTENANCE	1,972.90	3,000.00	3,300.00	3,300.00	3,306.00	3,312.00	10.00%	300.00
COPIER MACHINE LEASE	1,605.60	2,000.00	2,000.00	2,000.00	2,040.00	2,081.00	0.00%	-
NETWORK SUPPORT	33,167.70	34,000.00	33,400.00	33,400.00	40,728.00	41,243.00	-1.76%	(600.00)
DATA COMMUNICATIONS SERVICE	7,773.20	6,750.00	8,000.00	8,000.00	8,160.00	8,121.00	18.52%	1,250.00
PRINTER SUPPORT	1,269.23	500.00	1,000.00	1,000.00	1,030.00	1,040.00	100.00%	500.00
WORKSTATION SUPPORT	9,397.81	22,910.00	24,900.00	24,900.00	26,918.00	26,936.00	8.69%	1,990.00
SERVER SUPPORT	65,340.65	58,940.00	55,500.00	55,500.00	57,410.00	58,338.00	-5.84%	(3,440.00)
TRAINING & DEVELOPMENT	3,928.00	2,828.00	3,000.00	3,000.00	3,560.00	3,621.00	6.08%	172.00
MUNIS SOFTWARE SUPPORT	65,283.73	64,000.00	71,322.00	64,190.00	72,748.00	74,203.00	0.30%	190.00
CONTRACTED SERVICES	175,301.10	232,700.00	202,355.00	202,355.00	213,782.00	217,258.00	-13.04%	(30,345.00)
CONSULTING SERVICES	5,220.00	7,452.00	-	-	-	-	-100.00%	(7,452.00)
TELEPHONE	36,099.01	41,500.00	41,840.00	41,840.00	39,377.00	35,924.00	0.82%	340.00
CELLULAR PHONES / MOBILE DATA	63,422.03	74,950.00	66,000.00	66,000.00	67,320.00	68,666.00	-11.94%	(8,950.00)
OFFICE SUPPLIES	34,687.53	38,000.00	34,100.00	34,100.00	34,782.00	35,478.00	-10.26%	(3,900.00)
NETWORK HARDWARE	840.02	2,000.00	2,000.00	2,000.00	2,040.00	2,081.00	0.00%	-
SERVER HARDWARE	11,901.81	4,000.00	5,000.00	5,000.00	5,100.00	5,202.00	25.00%	1,000.00
WORKSTATION HARDWARE	5,749.51	3,000.00	2,000.00	2,000.00	2,040.00	2,081.00	-33.33%	(1,000.00)
TOWN COMPUTERS	8,480.50							-
SCHOOL COMPUTERS	97,440.00	60,000.00					-100.00%	(60,000.00)
MILEAGE	2,072.50	2,640.00	2,640.00	2,640.00	2,640.00	2,640.00	0.00%	-
MEETINGS & CONFERENCES	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
ENCUMBRANCES	6,045.00							-
CATEGORY TOTAL	644,808.91	669,770.00	566,957.00	559,825.00	591,751.00	597,168.00	-16.42%	(109,945.00)
DEPARTMENT TOTAL	1,095,671.66	1,093,815.00	905,396.00	898,264.00	931,098.00	938,254.00	-17.88%	(195,551.00)

Description of Changes:

The FY22 budget contains allowances for inflation, adjustments to realign projections versus actuals, and the following significant changes.

- Transfer of GIS Coordinator to Engineering/DPW budgets, along with non-software GIS costs.
**** Impact on 511040 – GIS Coordinator (zero)**
**** Impact on 530950 – GIS Consulting Services (zero)**
- Switch from full time “Operations Mgr” Increased MUNIS charges due to UBCIS (review basis for allocation of costs?)
**** Impact on 530850 – MUNIS Software Support**
- Reduced cost of intrusion detection system Varonis
**** Impact on 530920 – Contracted Services (decreased)**

4. Included \$20K for 'Upgrades'. This is used to cover unanticipated demands from departments or to respond to changing situations such as escalating security threats. Examples would include fingerprinting device support, upgrade to web filter for the town, library website charges, software/device inventory systems, etc.

**** Impact on 530920 – Contracted Services (increased)**

5. The department plans to have another major drive in 2020 to find and eliminate all unnecessary old telephone and data circuits. This includes mobile devices that are underused or not being used (a particular problem with modems iPads, etc). Most of the increased demand for mobile services due to COVID have been in the Schools and/or are covered by COVID money. It is assumed that none of these charges will persist into FY22, and we are more optimistic in my predictions for these areas.

**** Impact on 534020 – Telephones (minimal increase)**

**** Impact on 534025 – Cellular Phones & Data**

Programs and Services Provided by the Technology Department

- Support devices (remote support and onsite)
- Manage asset inventory

Networks (Wired and Wireless)

- Municipal Network (WAN)
 - Maintain existing infrastructure
 - Plan and execute upgrades/updates
 - Monitor performance
 - Plan for recovery in the event of failures
- Building Networks (LANs)
 - Maintain existing infrastructure
 - Plan and execute upgrades and changes
- Internet Connection
 - Maintain various interconnects
 - Balance traffic for performance and to meet service levels

Workstations (End User Devices)

- Provide variety of devices depending on functions required

Servers

- Provide fast, stable server environment for locally hosted applications.
- Manage storage capacity to accommodate growth
- Manage data backups and establish recovery procedures
- Manage the data centers

Telephony

- Manage the centralized VoIP telephone system
- Support existing telephone installations and assist with replacements
- Manage all town & school mobile phones
 - Billing recharge for Schools and Water Dept

Software

- Version management and updates for centralized software

- Cross-billing to Schools and Water Dept for application support charges
- Administer the town and schools Email systems
- Perform the lead role in maintaining the town website
- Lead projects to replace, upgrade or re-write software applications
- Develop custom web-based applications and utilities
- Provide reporting and data analysis tools
- Configure applications to meet local requirements

GIS

- Maintain the data in the town GIS system
- Create specialized maps for departments when needed
- Maintain the online mapping applications and published maps
- Assist with the integration of GIS into town departments to improve services or efficiency

- Assist with GIS information used for Stormwater

Security/Administration

- Establish and promote information security standards for the town and schools
- Educate staff on cyber security and conduct periodic testing
- Work with departments to ensure legal compliance with record retention and access control for information stored on computers
- Support the various public meetings with appropriate technology
- Oversee the centralized door access control systems and video recording systems
- Identify and promote technology changes which would improve services or increase efficiency in town departments

General

Here are the metrics for the fiscal year 2020 (shown with prior years for comparison).

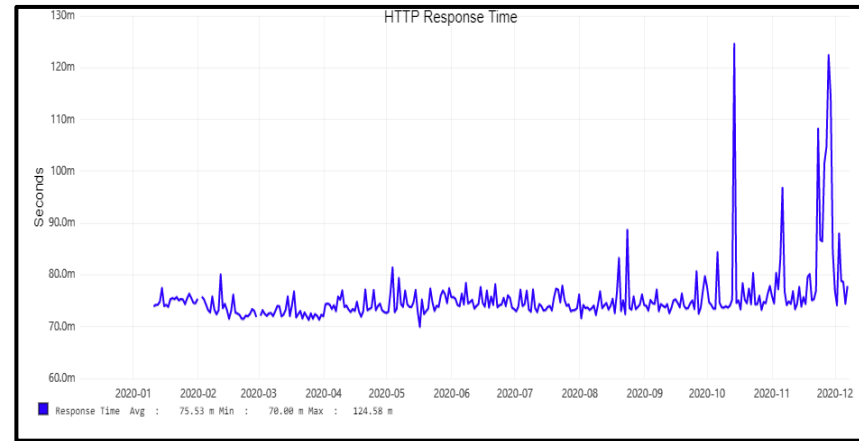
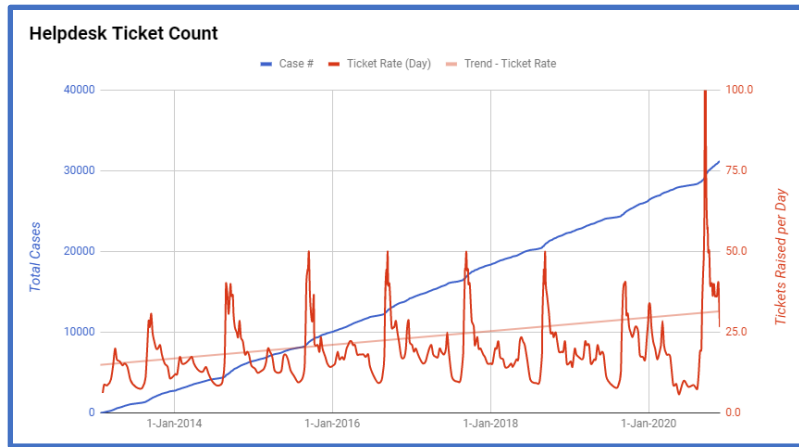
Helpdesk

The system provides a web-based ticket tracking system with email notices to users and technicians. It also now acts as our central asset register (for town and school), and to a lesser extent as a software register. Broadly speaking a ticket is raised for every issue that is not quickly fixed at first contact. However, it is in the nature of issues that some can be resolved in 10 minutes while others may take days. The following table shows the number of tickets raised per month.

Looking at the rate at which tickets are created it is very obvious that a major spike occurs in September when the schools return at the beginning of each academic year. This is to be expected because virtually all upgrades and reorganizations in the schools take place during the vacation and the staff are not on site to test things before the beginning of term.

Month	2013	2014	2015	2016	2017	2018	2109	2020
January	64	269	258	320	348	336	354	410
February	146	228	204	286	225	275	249	327
March	250	296	348	373	354	237	342	324
April	282	217	188	344	259	247	283	271
May	268	228	280	300	368	425	333	170
June	162	188	241	274	364	255	227	124
July	104	129	166	147	110	129	119	157
August	257	368	244	346	380	362	274	202
September	451	638	717	664	701	636	612	1,191
October	375	496	387	430	394	425	446	694
November	234	302	333	297	340	338	342	558
December	188	283	223	421	258	241	250	80*
	2,781	3,642	3,598	4,202	4,101	3,895	3,831	

*Partial Month



Website Performance

As well as our own internal monitoring system, we use an external service to monitor several key IT systems. Presented here are the figures for the Town's website westfordma.gov, which changed to a new platform towards the end of 2016.

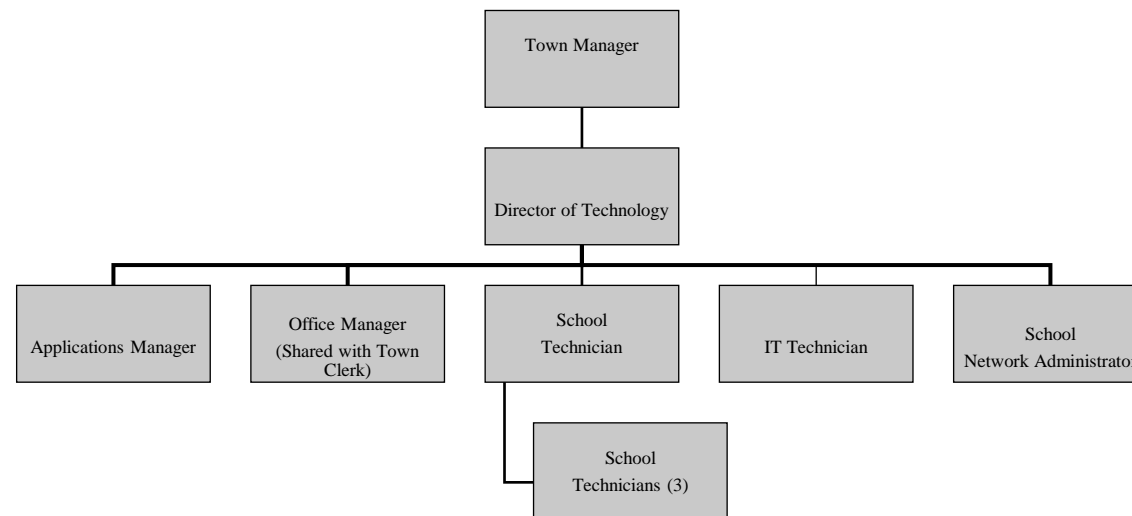
Response Times

The time taken to respond to a request for the town home page as measured from inside our network. Since last year the average time has improved from 146ms to 75ms and the longest response from 697ms to 124ms.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Technology Director	1.0	EXEM	127,966.00	850.00	128,816.00
IT Technician	1.0	OPEIU	84,244.00	600.00	84,844.00
Applications Manager	1.0	OPEIU	94,357.00	600.00	94,957.00
Operations Administrator	0.5	OPEIU	29,822.00		29,822.00
Total Personal Services	3.5		336,389.00	2,050.00	338,439.00

Technology 2022



161 Town Clerk**Mission Statement:**

The Town Clerk's Office is committed to excellent customer service, responsible management of elections, stewardship of the Town's archives, and upholding the principles of open government by constantly improving access to the town's public records and information resources for Town residents.

Goals:

- Continued implementation of records management program goals.
- Continued work on improving the Town's online document management system (DMS).
- Continue streamlining election related duties, particularly with early voting becoming increasingly popular, which requires additional staff time from town clerk personnel and election officers.
- Continue to provide excellent customer service that residents have come to expect in of the Covid-19 pandemic and reduced employee hours.

Description of Changes:**PERSONAL SERVICES**

Office Manager: The Records Supervisor position has been upgraded to Office Manager and is split between the Town Clerk's office and the Technology Department. The Town Clerk's budget now funds 18.75 hours per week of the position.

Election Worker and **Registrar** line items fluctuate from year to year with state primaries and elections. FY22 will have only the town election in May. There are no elections scheduled for the Fall unless it is something unforeseen.

EXPENSES

While preservation of records is of huge concern and a priority, memberships on two of the archive groups are not being sought at this time but could be in the future. Memberships to the Massachusetts Town Clerks Association, New England Town Clerks Association and the Middlesex County City & Town Clerks Association is considered an essential learning tool and would be valuable to both the Town Clerk and the Assistant Town Clerk. While every effort is made to keep Early Voting expenses to a minimum, there is still added costs associated with this state mandated program.

Programs & Services:

The Town Clerk's Office is charged with fulfilling many other state and locally mandated programs and services while also serving residents and the general public as a gateway to local government. Our annual calendar of compliance includes annual census mailing and street list production; elections administration and voter data management; Town Meeting action management; Board and Committee data management, including ethics, open meeting law, and campaign finance report tracking; dog licensing; business certificate management; and flammable storage registration. The Assistant Town Clerk also services the Select Board's office in the management of Select Board's annual licenses, relating to alcohol, common victualler, innkeeper, automobile and automatic amusement licenses as well as Boards and Committees. On demand services include raffle permit issuance, certified copies of vital records, the sale of bulk stickers, white-goods stickers, trail maps and Roudenbush maps, assisting with the purchase of recycling toters, processing parking and other fines as well as fielding trash and recycling as well as other town-related calls.

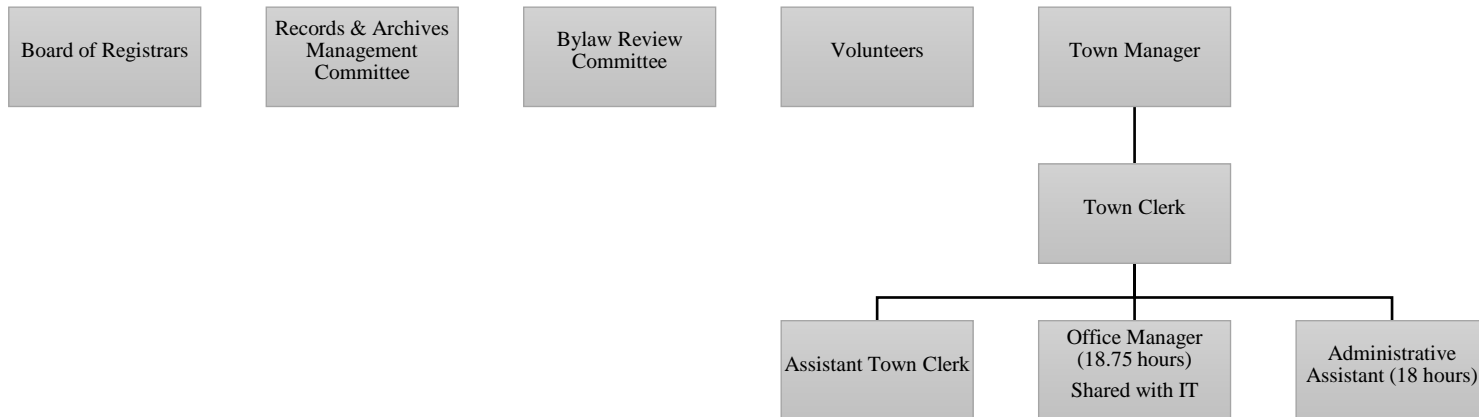
Birth, death, and burial permit records are now processed entirely online. This centralized system increases overall efficiency of managing the recording of these events. This brings with it a higher expectation for quicker turnaround of certified copies, but online requests allow us to balance our flow of work around the counter, phones and statutory obligations.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TOWN CLERK	87,891.54	89,650.00	91,443.00	91,443.00	91,443.00	91,443.00	2.00%	1,793.00
ASST TOWN CLERK	72,164.34	75,159.00	79,734.00	79,734.00	79,734.00	80,039.00	6.09%	4,575.00
OFFICE MANAGER	43,569.60	30,794.00	29,981.00	29,981.00	30,730.00	31,619.00	-2.64%	(813.00)
ADMINISTRATIVE ASSISTANT	26,058.50	26,302.00	26,828.00	26,828.00	26,828.00	26,828.00	2.00%	526.00
ELECTION WORKERS	8,736.01	33,550.00	13,402.00	13,402.00	42,586.00	29,260.00	-60.05%	(20,148.00)
REGISTRARS	2,569.08	4,181.00	2,630.00	2,630.00	3,483.00	2,953.00	-37.10%	(1,551.00)
LONGEVITY	3,108.00	3,108.00	3,108.00	3,108.00	3,228.00	3,728.00	0.00%	-
CATEGORY TOTAL	244,097.07	262,744.00	247,126.00	247,126.00	278,032.00	265,870.00	-5.94%	(15,618.00)
EXPENSES								
POSTAGE	3,540.45	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
ADVERTISING-LEGAL	203.74	600.00	700.00	700.00	700.00	700.00	16.67%	100.00
PRINTING SERVICES	4,427.54	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
RECORDS PRESERVATION	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
OFFICE SUPPLIES	577.01	500.00	600.00	600.00	600.00	600.00	20.00%	100.00
ELECTION RELATED SUPPLIES & SERVICES	7,439.00	10,250.00	8,100.00	8,100.00	8,725.00	10,075.00	-20.98%	(2,150.00)
TRAVEL - MILEAGE	279.35	1,000.00	1,000.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
MEETINGS & CONFERENCES	837.58	1,130.00	1,130.00	1,130.00	1,130.00	1,130.00	0.00%	-
DUES & MEMBERSHIPS	452.50	500.00	579.00	579.00	579.00	579.00	15.80%	79.00
ENCUMBRANCES								-
CATEGORY TOTAL	17,757.17	23,180.00	21,309.00	20,809.00	21,934.00	23,284.00	-10.23%	(2,371.00)
DEPARTMENT TOTAL	261,854.24	285,924.00	268,435.00	267,935.00	299,966.00	289,154.00	-6.29%	(17,989.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Clerk	1.0	EXEM	91,443.00	1,600.00	93,043.00
Assistant Town Clerk	1.0	OPEIU	79,734.00	1,100.00	80,834.00
Office Manager	0.5	CWA	29,981.00	-	29,981.00
Administrative Assistant	0.5	CWA	26,828.00	408.00	27,236.00
Election Workers			13,402.00		13,402.00
Registrars			2,630.00		2,630.00
Total Personal Services	3.0		244,018.00	3,108.00	247,126.00

Town Clerk 2022



Other Metrics:

Below is a sampling of services in volume over the last five years.

At the Counter

The Town Clerk's Office issues several types of licenses some of which expire with the calendar year; here they are reported on a fiscal year basis unless otherwise noted to better reflect revenues. Statistics over the last few years are listed below.

Item	FY16	FY17	FY18	FY19	FY20	Notes
Bulk Stickers	3,193	3,127	4,071	2,610	4,640	
Business Certificates	119	100	149	79	136	
Dog licenses	2,188	2,054	2,270	2,528	2,349	Calendar year
Flammable Storage Registration	34	34	37	37	37	Calendar Year
Marriage Licenses	74	62	66	29	59	
Notarizations	743	714	545	593	573	
Raffle Permits	8	8	6	6	8	
Certified Copies of Vital Records	1,276	1,398	1,364	989	1,299	

Select Board's Annual Licensing

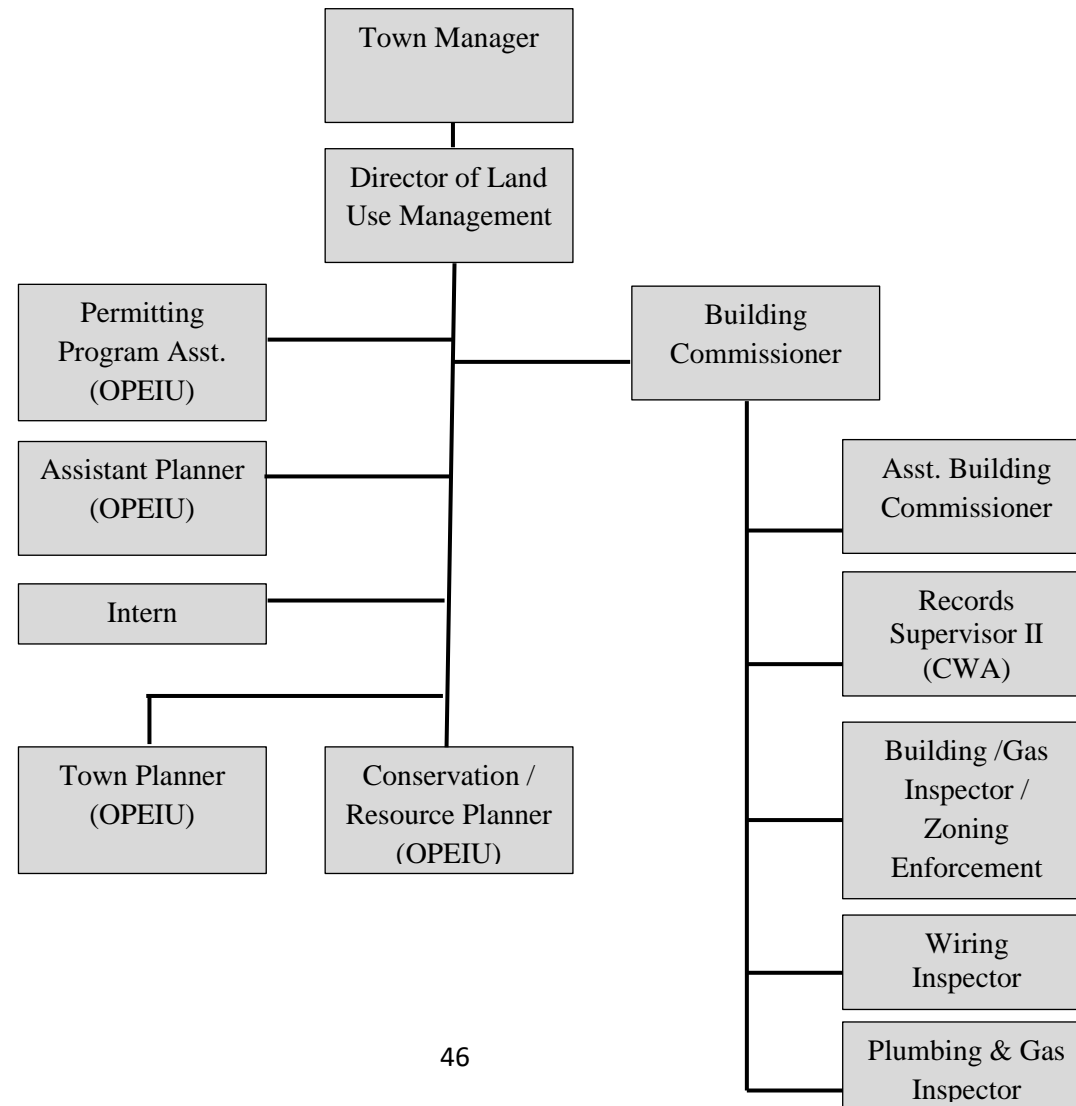
The Town Clerk's office provides administrative support to the Select Board for their annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals.

	2016	2017	2018	2019	2020
All Alcohol Club	7	7	7	7	7
All Alcohol Package Store	7	7	7	7	7
All Alcohol Innholder	2	2	2	2	2
All Alcohol Restaurant	18	18	18	18	18
Beer & Wine Package Store	4	4	5	5	5
Beer & Wine Restaurant	4	4	5	5	4
Common Victualler	54	56	55	54	57
Automatic Amusement	126	126	126	136	136
Class I New Car	1	1	1	1	1
Class II Used Car	8	9	9	10	7
Class III Junk Car	1	1	1	0	0

RECORDS & ARCHIVES MANAGEMENT

Great progress has been made in working through a considerable backlog of Planning and Zoning files needing organization and digitization thanks to a Community Preservation Grant.

170 Permitting

Land Use Management Department 2022

**Summary:**

The Department of Land Use Management (Department) includes Building, Conservation, Planning and Zoning which is overseen by the Director of Land Use Management (DLUM), who is one of the primary points of contact for residents, prospective residents, developers and new businesses. Staff provides support to several land use boards and commissions (Boards) including, but not limited to, Conservation Commission, Planning Board and Zoning Board of Appeals. These Boards review the various land use applications according to their respective jurisdictions. The Department is also responsible for enforcing the Zoning Bylaw, the Building Code, portions of the General Bylaws (including the Non-Zoning Wetlands Bylaw), and administration of the Wetlands Protection Act. Staff participates in several public-private regional efforts such as Northern Middlesex Council of Governments (NMCOG). The Department works closely with Town Counsel on many matters related to land use applications, appeals, land acquisition and zoning enforcement. The Department provides a variety of support to the Town Manager and the Select Board on an as-needed basis.

Additionally, staff may participate in or provide additional support to several committees including the Economic Development Committee, Affordable Housing Committee and Affordable Housing Trust Committee. Staff also supports the efforts of the Housing Production Plan, Healthy Westford, Healthy Lakes and Ponds and miscellaneous Task Forces. The Department manages and tracks a variety of financial accounts such as

the Affordable Housing Trust Fund, Developer Performance Bonds and Escrows, Peer Review Escrow accounts, development mitigation accounts and Conservation, Planning and Zoning permitting fees.

Goals for FY22:

1. Continue working to provide more straightforward guidance on how to better navigate the permitting process by:
 - a. Updating application forms and submittal requirements;
 - b. Providing a mechanism for prospective applicants to request zoning opinions on the Town's web site;
 - c. Developing a comprehensive list of Frequently Asked Questions about Permitting and providing answers on the Town's website; and
 - d. Encouraging Pre-Application Meetings and providing means for requesting same on the website.
2. Continue to train and cross-train staff to ensure that accurate information is consistently provided;
3. Continue to increase transparency of Boards by making information more readily available to the public;
4. Improve tracking and enforcement of land use matters (including zoning enforcement, monitoring conditions of approval, and management of Town-owned conservation land); and
5. Implement strategic amendments to Planning Board Subdivision Rules & Regulations, Zoning Bylaw and Wetland Bylaw Rules and Regulations to improve permitting process.

Summary of Land Use Boards Supported by Department

Fiscal Year	Conservation Commission	Planning Board		Zoning Board of Appeals		Totals
FY12	69	51		37		157
FY13	47	52		52		151
FY14	48	40	6	50	8	138 (14)*
FY15	41	49	11	37	6	127 (17)*
FY16	84	35	20	72	6	191 (26)*
FY17	80	32	7	40	15	152 (22)*
FY18	58	28	22	48	13	134 (35)*
FY19	51	31	8	58	0	140 (8)*
FY20	55	37	5	43	0	135 (5)*

Note – A concerted effort has been made since FY15 to use the least onerous and most efficient permitting mechanism to secure requested approvals from land use boards. While this can result in an apparent decrease in the number of formal applications, it may increase the number of requests for Administrative Approvals (actions by Boards not requiring a public hearing process) as shown above.

**Denotes Administrative Approvals*

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
ASSISTANT PLANNER	59,776.38	71,943.00	75,216.00	75,216.00	77,098.00	79,023.00	4.55%	3,273.00
DIRECTOR LAND USE MANAGEMENT	113,543.99	115,815.00	118,132.00	118,132.00	118,132.00	118,132.00	2.00%	2,317.00
PERMITTING PROGRAM ASST	69,779.38	73,747.00	75,222.00	75,222.00	75,222.00	75,510.00	2.00%	1,475.00
OTHER SUPPORT STAFF	1,889.55	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
LONGEVITY	600.00	1,200.00	1,200.00	1,200.00	1,450.00	2,050.00	0.00%	-
CATEGORY TOTAL	245,589.30	265,705.00	272,770.00	272,770.00	274,902.00	277,715.00	2.66%	7,065.00
EXPENSES								
CONTRACTED SERVICES	36,912.00	38,404.00	39,172.00	39,172.00	39,955.00	40,755.00	2.00%	768.00
OFFICE SUPPLIES	2,002.25	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
TRAVEL-MILEAGE	800.00	1,350.00	1,350.00	1,350.00	1,350.00	1,350.00	0.00%	-
MEETINGS & CONFERENCES	87.03	600.00	-	-	600.00	600.00	-100.00%	(600.00)
DUES AND MEMBERSHIPS	280.00	995.00	694.00	694.00	1,275.00	1,275.00	-30.25%	(301.00)
ENCUMBRANCES								-
CATEGORY TOTAL	40,081.28	44,549.00	44,416.00	44,416.00	46,380.00	47,180.00	-0.30%	(133.00)
DEPARTMENT TOTAL	285,670.58	310,254.00	317,186.00	317,186.00	321,282.00	324,895.00	2.23%	6,932.00

Description of Changes:

Proposed changes consist of a \$768 increase to the Contracted Services line item for the Westford Housing Authority who provides Affordable Housing Consultant Services to the Town. The rate increase is due to the substantial increase of affordable dwelling units in town.

Programs & Services:

Director of Land Use Management

1. Manages and coordinates Staff resources for Building, Conservation, Planning and Zoning;
2. Provides support to the Select Board and other Committees on an as-needed basis;
3. Consults with Town Counsel on land use matters, enforcement, appeals, land acquisitions and training;
4. Coordinates with Affordable Housing Committee and Affordable Housing Trust Committee;
6. Manages financial reporting system for Performance Bonds, Developer Escrow accounts, and the Affordable Housing Trust Fund;
7. Prepares Departmental budgets, staff evaluations and mentors Staff; and
8. Manages filing system and access to public documents.

Assistant Planner

1. Provides technical support to DLUM, Town Planner and Conservation Resource Planner for land use applications including legal notices, agendas, Staff Reports, pre-application meetings with applicants, site visits and other work as directed;
2. Reviews land use boards applications for completeness;
3. Tracks projects for lapses of approval, recording of decisions, orders and certificates of compliance; and
4. Assists Conservation Resource Planner with land management, stewardship and land acquisition projects as directed.

Permitting / Program Assistant

1. Provides support to Conservation, Planning and Zoning;
2. Coordinates payments of invoices and accounting for all Conservation, Planning and Zoning developer escrow and bond accounts totaling more than \$190,000;
3. Maintains, tracks and reports establishment and releases of developer performance bonds totaling \$585,000;
4. Maintains, tracks and reports accounting for the Affordable Housing Trust Fund totaling over \$600,000;
5. Coordinates all Land Use applications for Conservation Commission, Planning Board and Zoning Board of Appeals; and
6. Coordinates preparation of meeting packets for Conservation Commission, Planning Board, Board of Appeals and other Committees as directed.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director of Land Use Management	1.0	EXEM	118,132.00	600.00	118,732.00
Asst. Planner	1.0	OPEIU	75,216.00		75,216.00
Permitting Program Asst	1.0	OPEIU	75,222.00	600.00	75,822.00
Other Support Staff	0.1	NON	3,000.00		3,000.00
Total Personal Services	3.1		271,570.00	1,200.00	272,770.00

171 Conservation**Mission Statement:**

The Conservation Department and the Conservation Commission are committed to protecting the town's natural resources by administering the state's Wetlands Protection Act and Westford's Non-Zoning Wetlands Bylaw, and by purchasing land, interests in land or accepting gifts of land.

The Department and Commission may assist other organizations with similar missions such as the private Westford Conservation Trust, Westford Land Preservation Foundation, the Healthy Lakes and Ponds Collaborative, the Westford Stream-Team, and the Healthy Westford Committee.

The Department and Commission promote the protection of watershed resources by reviewing development proposals; working with applicants and residents to avoid damage to the environment; and educating the public about Westford's natural resources.

Goals for FY22

- Establish stream-lined permitting process for shoreline projects dependent on lake and pond drawdowns.
- Continue coordination between private organizations and town boards/committees to achieve implementation of the 2018 Open Space and Recreation Plan Goals and Objectives.
- Continue to reduce paper copies of permit documents through archive process and lower output of paper copies by use of electronic devices.

Description of Changes:

The Conservation Resource Planner retired in December of 2020. The salary amount in FY22 reflects the contractual salary for the new Conservation Resource Planner.



Forge Pond at Sunset – August 2019

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
CONSERVATION RESOURCE PLANNER	90,692.82	92,507.00	94,357.00	84,243.00	86,348.00	88,508.00	-8.93%	(8,264.00)
LONGEVITY	600.00	600.00				600.00	-100.00%	(600.00)
CATEGORY TOTAL	91,292.82	93,107.00	94,357.00	84,243.00	86,348.00	89,108.00	-9.52%	(8,864.00)
EXPENSES								
UNIFORM ALLOWANCES	67.19	-						-
CONTRACTED CLERICAL SERVICES	3,330.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	279.19	600.00	600.00	600.00	600.00	600.00	0.00%	-
CONSERVATION SUPPLIES	72.13	200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL - MILEAGE	83.97	300.00	300.00	300.00	300.00	300.00	0.00%	-
MEETINGS & CONFERENCES	-	300.00	300.00	300.00	300.00	300.00	0.00%	-
DUES AND MEMBERSHIPS	782.00	800.00	800.00	800.00	800.00	800.00	0.00%	-
ENCUMBRANCES	370.00							-
CATEGORY TOTAL	4,984.48	6,640.00	6,640.00	6,640.00	6,640.00	6,640.00	0.00%	-
DEPARTMENT TOTAL	96,277.30	99,747.00	100,997.00	90,883.00	92,988.00	95,748.00	-8.89%	(8,864.00)

Programs & Services:

1. Assist residents with Permitting pursuant to the MA Wetlands Protection Act (WPA) and Westford Non-Zoning Wetlands Bylaw (Wetlands Bylaw).
2. Conservation Resource Planner and Assistant Planner support the Conservation Commission by providing draft decisions and regulatory documents.
3. Issue permits pursuant to WPA and Wetlands Bylaw.
4. Enforce WPA and Wetlands Bylaw and associated regulations.
5. Conservation Resource Planner reviews and approves building permits for compliance with WPA and Wetlands Bylaw.
6. Provide technical review of projects brought to other town boards and committees related to WPA, Wetlands Bylaw, and conserved land.
7. When opportunities for open space land acquisition arise, provide professional advice to protect land through a variety of tools including acquisitions, gifts, and restrictions.
8. Conservation Resource Planner works with Assistant Planner and Permitting/Program Assistant to provide high level, professional customer service.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Conservation Resource Planner	1.0	OPEIU	84,243.00	-	84,243.00
Total Personal Services	1.0		84,243.00	-	84,243.00

175 Planning Board**Mission Statement:**

The Town Planner provides high-level services to the Planning Board and Zoning Board of Appeals. Each of these Boards hears applications and reviews public policies related to development and land management. Applicants rely on the Town Planner to assist them through the permitting process and the boards rely on the professional guidance and recommendations for the applications that are before them. The Town Planner advises on matters of public policy, coordinates closely with other Departments in development review and follow-up to make sure that conditions of approval are satisfied. The Town Planner also coordinates Technical Review meetings to review development proposals and to encourage open discussion amongst Town Departments.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TOWN PLANNER	87,197.82	92,507.00	94,357.00	86,348.00	88,508.00	90,721.00	-6.66%	(6,159.00)
LONGEVITY	-	-	-	-	-	-		-
CATEGORY TOTAL	87,197.82	92,507.00	94,357.00	86,348.00	88,508.00	90,721.00	-6.66%	(6,159.00)
EXPENSES								
CONTRACTED CLERICAL SERVICES	2,590.00	4,440.00	4,440.00	4,440.00	4,440.00	4,440.00	0.00%	-
ADVERTISING - LEGAL	-	500.00	1,000.00	1,000.00	1,000.00	1,000.00	100.00%	500.00
PRINTING SERVICES	135.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
REGISTRY EXPENSES	176.29	150.00	150.00	150.00	150.00	150.00	0.00%	-
BOOKS & SUBSCRIPTIONS	-	600.00	600.00	300.00	600.00	600.00	-50.00%	(300.00)
PLANNING STUDIES	-	5,000.00	5,000.00	1,000.00	15,000.00	15,000.00	-80.00%	(4,000.00)
TRAVEL-MILEAGE	-	150.00	150.00	150.00	150.00	150.00	0.00%	-
MEETINGS & CONFERENCES	25.00	1,000.00	-	-	1,000.00	1,000.00	-100.00%	(1,000.00)
DUES & MEMBERSHIPS	-	320.00	382.00	382.00	382.00	382.00	19.38%	62.00
ENCUMBRANCES	370.00							-
CATEGORY TOTAL	3,296.29	13,160.00	12,722.00	8,422.00	23,722.00	23,722.00	-36.00%	(4,738.00)
DEPARTMENT TOTAL	90,494.11	105,667.00	107,079.00	94,770.00	112,230.00	114,443.00	-10.31%	(10,897.00)

Goals for FY22

- Improve application processes for land use boards;
- Assist with Implementation of Planning Board Priorities; and
- Aggressively assess and pursue closure of performance bonds and developer escrow accounts.

Description of Changes:

The Town Planner position is currently vacant and the salary budgeted in FY22 is the anticipated salary for a new hire.

Programs & Services:

1. Sign-off on issuance of building permits and certificates of occupancy upon compliance with permit conditions;
2. Lead and facilitate Technical Review meetings for Departments involved in permitting or inspection of new development;
3. Dedicated support to Planning Board and Zoning Board of Appeals;
4. Coordination of construction inspections with Engineering and other Town Departments;
5. Professional and procedural work related to Board and citizen-proposed Zoning Bylaw amendments;
6. Litigation support to Town Counsel;
7. Compliance with public records and Open Meeting Law requirements;
8. Activities relative to Zoning Bylaw Amendments; and
9. As-needed support to Town Manager, Board of Selectmen, Historical Commission, Affordable Housing Committee, Affordable Housing Trust Committee and other Committees and Departments.

Personnel

Position	FTE	Unit	Salary	Longevity	Total
Town Planner	1.0	OPEIU	86,348.00	-	86,348.00
Total Personal Services	1.0		86,348.00	-	86,348.00

176 Zoning Board of Appeals

Mission Statement:

The Zoning Board of Appeals strives to provide timely and efficient permitting to applicants who seek relief from the Zoning Bylaw. The Board maintains a fair and open process for 40B projects (Comprehensive Permits) which provide affordable housing units. The Board is diligent in ensuring that permit conditions are satisfied.

Goals for FY22

Continue to provide service to residents and the Board to process applications in a timely manner with a high degree of professionalism.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
CONTRACTUAL CLERICAL SERVICES	2,220.00	2,220.00	2,405.00	2,405.00	2,405.00	2,405.00	8.33%	185.00
MEETINGS & CONFERENCES	-	175.00	-	-	175.00	175.00	-100.00%	(175.00)
ENCUMBRANCES	-							
CATEGORY TOTAL	2,220.00	2,395.00	2,405.00	2,405.00	2,580.00	2,580.00	0.42%	10.00
DEPARTMENT TOTAL	2,220.00	2,395.00	2,405.00	2,405.00	2,580.00	2,580.00	0.42%	10.00

Description of Changes

No changes anticipated in FY22.

Programs & Services:

The Zoning Board of Appeals meets monthly to review applications seeking relief from the standards and provisions of the Zoning Bylaw. They also are the Permit Granting Authority for Comprehensive Permits (40B) and the Special Permit Granting Authority for Personal Wireless Service Facilities (Cell Towers).

192 Town Hall

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
ADDITIONAL COVERAGE	-	500.00	500.00	-	500.00	500.00	-100.00%	(500.00)
CUSTODIANS	40,729.50	41,312.00	42,142.00	42,142.00	42,142.00	42,142.00	2.01%	830.00
OVERTIME	1,293.01	2,500.00	2,000.00	2,000.00	2,000.00	2,000.00	-20.00%	(500.00)
LONGEVITY	1,100.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
CATEGORY TOTAL	43,122.51	45,912.00	46,242.00	45,742.00	46,242.00	46,242.00	-0.37%	(170.00)
EXPENSES								
CLOTHING ALLOWANCE	600.00	540.00	600.00	600.00	600.00	600.00	11.11%	60.00
ELECTRICITY	16,105.90	15,000.00	16,500.00	16,500.00	16,500.00	16,500.00	10.00%	1,500.00
HEATING FUEL	5,445.97	8,000.00	8,000.00	7,500.00	8,000.00	8,000.00	-6.25%	(500.00)
WATER	1,647.22	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	0.00%	-
BUILDING MAINTENANCE	4,479.91	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
GROUNDS MAINTENANCE	1,674.57	250.00	250.00	250.00	250.00	250.00	0.00%	-
VEHICLE MAINTENANCE	359.66	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
EQUIPMENT MAINTENANCE	224.98		250.00	250.00	250.00	250.00		250.00
OFFICE EQUIPMENT MAINTENANCE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
BLDG MAINT SVCS - HVAC	3,318.78	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BLD MAINT SVCS - GENERATOR & ELECTRIC	514.97	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BLDG MAINT SVCS - ELEVATOR	1,199.50	4,000.00	3,500.00	3,500.00	3,500.00	3,500.00	-12.50%	(500.00)
BLD MAINT SVCS - FIRE/ALARM	1,195.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
POSTAGE METER RENTAL	2,557.08	2,000.00	2,500.00	2,500.00	2,500.00	2,500.00	25.00%	500.00
POSTAGE	19,473.39	17,000.00	20,000.00	20,000.00	20,000.00	20,000.00	17.65%	3,000.00
GASOLINE	-	600.00	-	-	-	-	-100.00%	(600.00)
COPIER SUPPLIES	2,614.64	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
BULDING MAINTENANCE SUPPLIES	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	1,899.02	1,800.00	2,000.00	2,000.00	2,000.00	2,000.00	11.11%	200.00
BOTTLED WATER	1,070.05	1,400.00	1,400.00	1,400.00	1,400.00	1,400.00	0.00%	-
ENCUMBRANCES	4,334.00							-
CATEGORY TOTAL	68,714.64	68,990.00	73,400.00	72,900.00	73,400.00	73,400.00	5.67%	3,910.00
DEPARTMENT TOTAL	111,837.15	114,902.00	119,642.00	118,642.00	119,642.00	119,642.00	3.25%	3,740.00

Description of Changes:

1. OBJ 521010 The Electricity line item increased by \$1,500 to reflect the FY20 actual usage.
2. OBJ 521030 The Heating Fuel line item decreased by \$500 based on a review of usage in prior fiscal years.
3. OBJ 534010 The Postage line item increased by \$3,000 to account for increase costs and frequency of mailings.
4. OBJ 524100 The HVAC line item is level funded from the prior year. In FY21, we are seeking to implement preventative maintenance (PM) to maximize the useful life of our equipment. The requested budget will allow for preventative maintenance plans and a few minor repairs throughout the year.
5. OBJ 524110 The Elevator line item reduced by \$500 based on expenditures in prior fiscal years.

Programs & Services:

The following departments are located in Town Hall: Town Manager, Finance, Town Accountant, Assessors, Treasurer/Collector, Human Resources, Town Clerk, Permitting, Conservation, Planning, Building, and the Board of Health. The Town Hall also contains the archive center and vault for official town records.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Custodian	0.8	CWA	42,142.00	1,600.00	43,742.00
Overtime			2,000.00		2,000.00
Total Personal Services	0.8		44,142.00	1,600.00	45,742.00

Other Information:

The Town Hall is open Monday through Friday from 8 AM to 4 PM.

199 Public Buildings & Properties Maintenance

Mission Statement: The mission of the Westford Facilities Department is to maintain a safe and healthy environment that will positively impact the key stakeholders occupying or visiting each building. Our objective is to provide the highest quality of services, while treating each member of the community with courtesy, dignity, and respect. Collectively, the Facilities Department is committed to developing sustainable and efficient infrastructure, designed to promote their green community. The Department has placed additional emphasis on proactively implementing procedures and systems that will safeguard all building occupants. We are a team ready and willing to support the Town of Westford.

Goals

1. Maintain and prioritize the multi-year capital plan designed to reduce operational expenses while appropriately planning for building needs in relationship to the town's forecasted financial situation.
2. Continue to implement the five year "Town and School Safety Task Force" operation and capital plan, which will have a positive impact on mitigating, preventing and responding to safety and security related matters.
3. Investigate and recommend cost saving and avoidance measures (both infrastructure and policies) that will also reduce environmental impact and energy consumption.
4. Implement best practice preventative maintenance plans and procedures. These will allow for a greater accuracy when developing future budgets and will reduce the frequency of unanticipated expenses due to failed equipment and/or systems.
5. Implement a computerized maintenance management system (CMMS) designed to improve customer services and yield analytical data that will support various future budget justifications and initiatives.

Description of Changes

1. OBJ 515050 The Longevity line item decreased by \$425 due to staff turnover.
2. OBJ 517070 The Uniform Allowance line item decreased by \$350 due to staffing modifications.
3. OBJ 523010 The Water line item increased by \$25 based on usage in prior fiscal years.
4. OBJ 578005 The Stormwater Utility Fee line item decreased by \$15,000 to reflect updated assessments as provided by the Engineering Department.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
FACILITIES DIRECTOR	29,243.04	29,980.00	30,579.00	30,579.00	30,579.00	30,579.00	2.00%	599.00
OFFICE MANAGER	12,348.89	14,889.00	15,187.00	15,187.00	15,187.00	15,187.00	2.00%	298.00
PROJECT INSPECTOR - FACILITIES TECH	40,796.65	33,297.00	40,000.00	40,000.00	40,000.00	40,000.00	20.13%	6,703.00
CUSTODIAN	10,085.40	10,289.00	10,495.00	10,495.00	10,495.00	10,495.00	2.00%	206.00
OVERTIME	310.24	500.00	500.00	500.00	500.00	500.00	0.00%	-
LONGEVITY	425.00	425.00	-	-	-	-	-100.00%	(425.00)
CATEGORY TOTAL	93,209.22	89,380.00	96,761.00	96,761.00	96,761.00	96,761.00	8.26%	7,381.00
EXPENSES								
UNIFORM ALLOWANCES	282.97	350.00					-100.00%	(350.00)
ELECTRICITY	1,092.03	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
HEATING FUEL	584.37	3,675.00	3,675.00	3,675.00	3,675.00	3,675.00	0.00%	-
WATER	57.84	25.00	50.00	50.00	50.00	50.00	100.00%	25.00
STORMWATER UTILITY FEE	-	43,650.00	28,650.00	28,650.00	28,650.00	28,650.00	-34.36%	(15,000.00)
BUILDING MAINTENANCE	2,694.16	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
GROUNDS MAINTENANCE	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - HVAC	5,265.24	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BLDG MAINT SVCS -PLUMBING	670.62	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS -ELECTRICAL REPAIRS	11.67	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS - PAINT	2,375.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
BLDG MAINT SVCS -ROOF	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
BLDG MAINT - SECURITY	14.52	500.00	500.00	500.00	500.00	500.00	0.00%	-
TRAINING & DEVELOPMENT	795.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
CONTRACTED SERVICES	750.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
TRAVEL - MILEAGE	1,100.00		1,100.00	1,100.00	1,100.00	1,100.00		1,100.00
ENCUMBRANCES	900.00							-
CATEGORY TOTAL	16,593.42	65,850.00	51,625.00	51,625.00	51,625.00	51,625.00	-21.60%	(14,225.00)
DEPARTMENT TOTAL	109,802.64	155,230.00	148,386.00	148,386.00	148,386.00	148,386.00	-4.41%	(6,844.00)

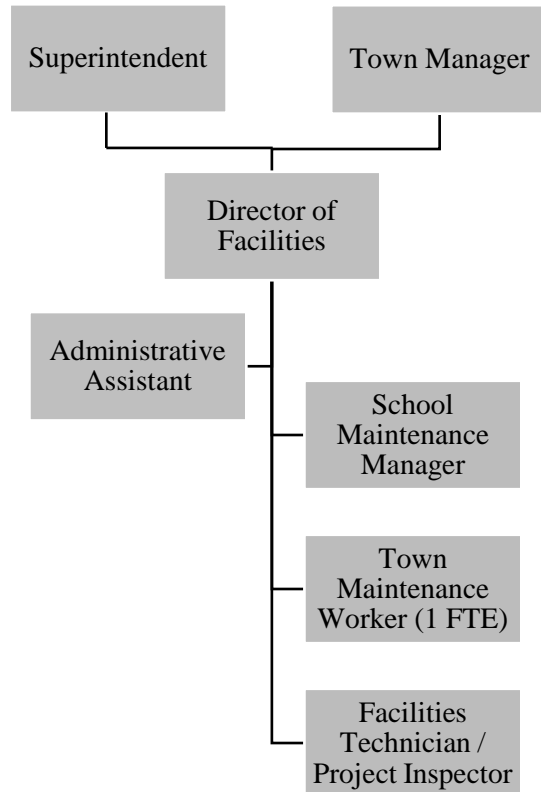
Programs and Services

- Provide immediate response to all facility related concerns.
- Evaluate, recommend and implement cost saving and reduction plans and systems.
- Facilitate and coordinate the addition, renovation, repair or services of any project.
- Recommend, install and maintain safety systems and procedures.
- Maintain and ensure a safe environment for all building occupants to visit and work at each day.
- Implement sustainable and efficient practices designed to prolong the life and longevity of each building.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Facilities Director	0.2	EXEM	30,579.00	-	30,579.00
Office Manager	0.2	OPEIU	15,187.00	-	15,187.00
Project Inspector - Facilities Tech	0.5	OPEIU	40,000.00	-	40,000.00
Custodian	0.2	CWA	10,495.00	-	10,495.00
Overtime			500.00	-	500.00
Total Personal Services	1.1		96,761.00	-	96,761.00

Public Buildings & Properties Maintenance 2022



Public Safety

210 Police Department

Mission Statement:

The primary purpose of the Westford Police Department is to provide a high level of safety, security and service for all members of the community. As a regulatory agency of local government, the police department has the direct responsibility for the preservation of public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to as closely as possible approach that ideal.

Goals:

- Work with both Town and School Departments to improve building and staff safety and security.
- Continue to work with Pedestrian Safety Committee to identify and address safety concerns.
- Continue to pursue any available grant opportunities.
- Continue to strive for the highest degree of professionalism and thoroughness in the delivery of services to the public.
- To enhance and promote public confidence in the department by demonstrating the best professional practices in all areas of policing.
- To work with the Diversity, Equity and Inclusion Committee.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
POLICE CHIEF	161,318.18	163,915.00	167,836.00	162,718.00	162,718.00	162,718.00	-0.73%	(1,197.00)
DEPUTY CHIEF	130,407.58	132,940.00	135,599.00	161,075.00	161,075.00	161,075.00	21.16%	28,135.00
CAPTAIN	222,006.21	280,373.00	285,972.00	283,564.00	287,636.00	292,943.00	1.14%	3,191.00
LIEUTENANTS	379,385.20	479,960.00	496,697.00	484,736.00	488,123.00	493,510.00	1.00%	4,776.00
SERGEANTS	742,302.45	770,238.00	812,363.00	804,690.00	820,389.00	827,501.00	4.47%	34,452.00
PATROLMEN	1,985,930.55	2,165,599.00	2,339,993.00	2,256,603.00	2,353,500.00	2,404,293.00	4.20%	91,004.00
OFFICE MANAGER	65,804.04	66,865.00	68,202.00	68,202.00	68,202.00	68,463.00	2.00%	1,337.00
RECORDS SUPERVISOR-OPERATIONAL	63,445.96	64,478.00	65,772.00	65,772.00	65,772.00	66,024.00	2.01%	1,294.00
ADMINISTRATIVE ASSISTANT	53,900.29	54,771.00	55,868.00	55,868.00	55,868.00	56,082.00	2.00%	1,097.00
MAINTENANCE WORKER II	54,202.56	55,082.00	56,189.00	56,189.00	56,189.00	56,404.00	2.01%	1,107.00
QUINN BILL	201,952.61	67,567.00	75,859.00	36,612.00	40,680.00	40,680.00	-45.81%	(30,955.00)
OVERTIME	339,731.81	396,219.00	396,219.00	396,219.00	404,000.00	412,080.00	0.00%	-
COURT APPEARANCES	34,478.04	40,000.00	40,000.00	40,000.00	40,800.00	41,616.00	0.00%	-
SPECIAL DETAILS	16,635.52	23,000.00	23,460.00	23,460.00	24,000.00	24,480.00	2.00%	460.00
TRAINING WAGES	54,323.89	60,149.00	61,352.00	61,352.00	63,000.00	64,260.00	2.00%	1,203.00
SHIFT DIFFERENTIAL	52,849.99	52,000.00	53,000.00	53,000.00	53,000.00	54,000.00	1.92%	1,000.00
SPECIALTY STIPENDS	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
STIPEND / ACCREDITATION	52,400.00	54,900.00	56,400.00	55,400.00	57,400.00	57,400.00	0.91%	500.00
HOLIDAY PAY	156,413.34	175,866.00	187,113.00	182,841.00	188,238.00	190,592.00	3.97%	6,975.00
LONGEVITY	44,728.38	45,450.00	47,050.00	44,550.00	51,950.00	57,050.00	-1.98%	(900.00)
ON CALL	24,308.16	26,588.00	28,417.00	28,417.00	29,000.00	29,580.00	6.88%	1,829.00
RETIREMENT NOTICE INCENTIVE	-	4,720.00	10,960.00	5,800.00	10,000.00	10,000.00	22.88%	1,080.00
SICK TIME BUYBACK	4,833.60	5,700.00	4,669.00	4,669.00	4,800.00	4,896.00	-18.09%	(1,031.00)
SICK TIME INCENTIVE	7,125.00	8,650.00	5,000.00	5,000.00	6,000.00	6,000.00	-42.20%	(3,650.00)
COMP TIME BUYOUT	8,852.33	6,000.00	6,311.00	6,311.00	6,400.00	6,528.00	5.18%	311.00
CATEGORY TOTAL	4,861,335.69	5,205,030.00	5,484,301.00	5,347,048.00	5,502,740.00	5,592,175.00	2.73%	142,018.00

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
PSYCHE/MED TESTING	2,042.81	3,500.00	3,765.00	3,765.00	4,000.00	4,200.00	7.57%	265.00
UNIFORM ALLOWANCES	55,987.97	61,340.00	61,400.00	60,200.00	62,600.00	63,800.00	-1.86%	(1,140.00)
ELECTRICITY	43,266.62	49,000.00	47,000.00	45,000.00	49,000.00	51,000.00	-8.16%	(4,000.00)
NATURAL GAS	18,841.46	22,000.00	20,000.00	17,500.00	22,000.00	24,000.00	-20.45%	(4,500.00)
GENERATOR FUEL - DIESEL	-	1,000.00	500.00	500.00	500.00	500.00	-50.00%	(500.00)
WATER	3,525.61	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
MAINTENANCE BLDG & GRD	21,359.70	40,000.00	28,000.00	28,000.00	30,000.00	32,000.00	-30.00%	(12,000.00)
VEHICLE MAINTENANCE	49,890.48	53,000.00	53,000.00	53,000.00	55,000.00	55,000.00	0.00%	-
EQUIPMENT MAINTENANCE	5,866.99	5,458.00	8,409.00	8,409.00	8,500.00	9,000.00	54.07%	2,951.00
COMMUNICATION EQUIP	18,083.60	3,500.00	3,500.00	3,500.00	4,000.00	4,200.00	0.00%	-
TRAINING CLASSES	23,609.00	31,500.00	31,500.00	31,500.00	32,500.00	34,500.00	0.00%	-
POSTAGE	1,575.82	1,000.00	1,575.00	1,575.00	1,600.00	1,700.00	57.50%	575.00
TELEPHONE	253.96		300.00	-	300.00	300.00		-
ADVERTISING-LEGAL	100.00	400.00	400.00	400.00	400.00	400.00	0.00%	-
GASOLINE	85,619.24	87,000.00	80,000.00	80,000.00	85,000.00	87,000.00	-8.05%	(7,000.00)
OFFICE SUPPLIES	6,789.47	6,000.00	7,000.00	7,000.00	7,000.00	7,000.00	16.67%	1,000.00
EQUIPMENT	11,861.09	-	12,000.00	12,000.00	12,000.00	12,000.00		12,000.00
PRISONER MEALS	232.19	300.00	300.00	300.00	300.00	300.00	0.00%	-
FIREARMS SUPPLIES	12,080.17	16,000.00	16,000.00	16,000.00	18,000.00	20,000.00	0.00%	-
DEFENSIVE TACTICS EQUIPMENT	4,525.00	7,000.00	7,000.00	7,000.00	8,000.00	9,000.00	0.00%	-
PHOTOGRAPHIC	3,884.37	4,000.00	4,000.00	4,000.00	6,000.00	6,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	2,111.30	2,200.00	2,200.00	2,200.00	2,300.00	2,400.00	0.00%	-
TRAVEL - MILEAGE	182.75	-	200.00	200.00	200.00	200.00		200.00
MEETINGS & CONFERENCES	5,328.22	6,300.00	6,300.00	6,300.00	6,500.00	6,500.00	0.00%	-
DUES & MEMBERSHIPS	8,340.74	8,359.00	8,834.00	8,834.00	8,900.00	9,000.00	5.68%	475.00
NEMLEC	6,735.93	6,745.00	6,745.00	6,745.00	6,745.00	6,745.00	0.00%	-
VEHICLES/CRUISERS	125,307.65	124,968.00	166,624.00	142,718.00	166,624.00	166,624.00	14.20%	17,750.00
OFFICE FURNITURE	1,699.70	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENCUMBRANCES	685.00							-
CATEGORY TOTAL	519,786.84	545,070.00	581,052.00	551,146.00	602,469.00	617,869.00	1.11%	6,076.00
DEPARTMENT TOTAL	5,381,122.53	5,750,100.00	6,065,353.00	5,898,194.00	6,105,209.00	6,210,044.00	2.58%	148,094.00

Description of Changes:

The overall FY22 police requested budget was a **2.27%** increase from FY21. The budget does not add one new officer based on a 2017 staffing analysis.

The Chief's request of one additional officer was a result of a multi-year review of staffing levels in the Westford Police Department and communities of similar size, as well as working with the Finance Committee, Board of Selectman and Fire Department. As the town continues to grow, the police department experiences an increase in crime and traffic issues, as well as an increase in non-criminal complaints. The Chief understands the financial position the town is in but believes Public Safety should be a priority.

Expenses were decreased by 2.14%. The request for a fourth cruiser was not recommended. There were reductions in utilities due to the installation of a high efficiency boiler, and gasoline also saw a reduction due to lower prices.

Other increases are a result of collective bargaining agreements, step increases and cost of living adjustments.

Programs & Services:

PATROL DIVISION: The patrol division consists of the uniformed officers responsible for responding to emergency calls for service such as a car crash, medical, burglar and bank alarms, domestic disputes, safety hazards, and many others. When not responding to emergency and non-emergency calls the officers are responsible for patrolling specific areas of town in order to reduce the opportunity for individuals to commit crime and create disorder.

SPECIAL SERVICES DIVISION: The Special Services Division (SSD) is responsible for the investigation of major crimes, crimes against a person such as murder, assault, sexual assault, armed robbery, and narcotics violations. The investigation of crimes against property is also investigated by the Special Services Division, such as breaking and entering, major larcenies, burglary, computer crimes, identity theft, and many others. Our designated narcotics detective was re-assigned to the patrol division for much of FY18 and FY19 due to shortage in available staffing.

K-9 OFFICER: The K-9 officer and his partner(s) respond to calls where a K-9 will produce better, quicker and safer results. The K-9 team is used to conduct building searches, tracking of suspects, locate lost or missing persons, locate criminal evidence, and for the detection of concealed narcotics and explosive devices.

FAMILY SERVICES DETECTIVE: The Family Services Detective is supervised by the Special Services Division Commander. The duties of the Family Services Detective include but are not limited to tracking and investigating domestic violence cases, serving and tracking Domestic and Harassment Restraining orders, investigating crimes against the elderly and juveniles. The Family Services Detective follows up on all domestic violence cases in town.

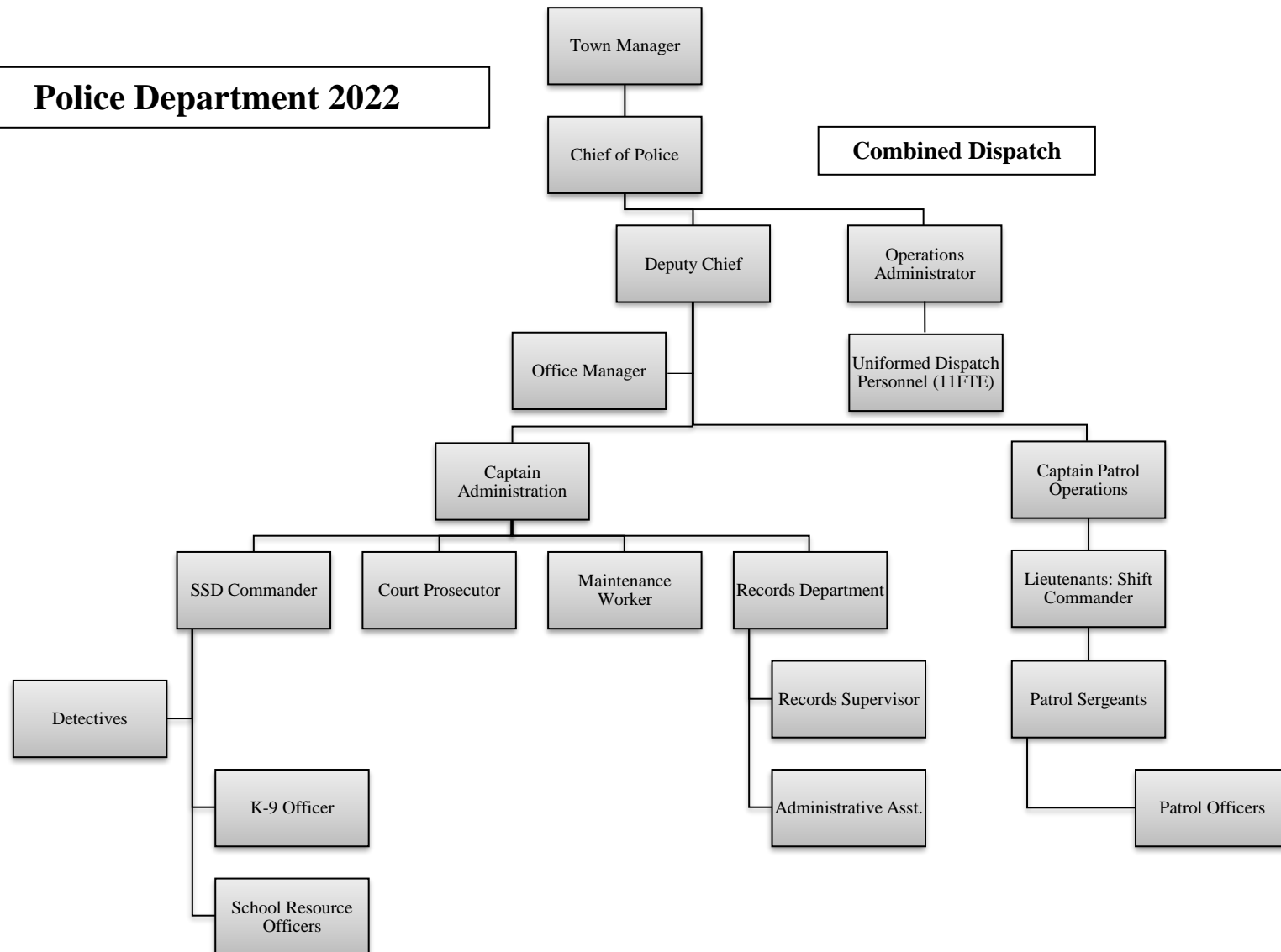
TRAFFIC OFFICER: Our designated traffic officer was re-assigned to the patrol division for much of FY18 and FY19 due to a shortage in available staffing. With a return to more consistent staffing levels, the traffic officer assignment has been filled and is used to address traffic complaints, perform directed radar assignments, provide traffic safety presentations and be a liaison for the Police Department at community events.

SCHOOL RESOURCE OFFICER: Nashoba Tech and Westford Academy each have an SRO assigned in their respective schools and they fully fund the position from their school budgets. The SROs assigned are experienced, trained officers. The mission of the SROs is to improve school safety and the educational climate at the school. The SROs will derive his/her authority, direction, and supervision from the Chief of Police or his designee. The SROs will be responsible for criminal law issues and will assist school personnel in implementing and managing the day to day operations of an effective safety and security program.

BIKE PATROL: Bicycle Patrol Officers are deployed as part of the patrol division on an as-needed basis. Bike officers perform the same duties and have the same responsibilities as officers assigned to police cruisers. Most often bike officers perform directed enforcement patrols in areas such as Merrill's Quarry, East Boston Camps, Kennedy Pond, and the Bruce Freeman Rail Trail.

Personnel:

Position	FTE	Unit	Salary	Longevity	Accreditation	Education	Holiday Pay	Total
Police Chief	1.0	EXEM	162,718.00	1,600.00	1,500.00	36,612.00	3,741.00	206,171.00
Deputy Police Chief	1.0	EXEM	161,075.00	2,100.00	1,500.00		3,703.00	168,378.00
Captain	2.0	WSO	283,564.00	4,200.00	3,000.00		12,748.00	303,512.00
Lieutenant	4.0	WSO	484,736.00	3,900.00	6,000.00		21,791.00	516,427.00
Sergeant	8.0	WPA	804,690.00	11,300.00	8,000.00		36,175.00	860,165.00
Patrolman	33.0	WPA	2,256,603.00	18,650.00	33,000.00		104,683.00	2,412,936.00
Office Manager	1.0	OPEIU	68,202.00	600.00	600.00			69,402.00
Records Supervisor Admin	1.0	CWA	65,772.00	1,600.00	600.00			67,972.00
Administrative Asst.	1.0	CWA	55,868.00	600.00	600.00			57,068.00
Maintenance Worker II	1.0	CWA	56,189.00		600.00			56,789.00
Overtime			396,219.00					396,219.00
Court Appearances			40,000.00					40,000.00
Special Details			23,460.00					23,460.00
Training Wages			61,352.00					61,352.00
Shift Differential			53,000.00					53,000.00
Specialty Stipends			4,000.00					4,000.00
On Call Pay			28,417.00					28,417.00
Retirement Notice Incentive			5,800.00					5,800.00
Sick Time Buyback			4,669.00					4,669.00
Sick Time Incentive			5,000.00					5,000.00
Comp Time Buyout			6,311.00					6,311.00
Total Personal Services	53.0		5,027,645.00	44,550.00	55,400.00	36,612.00	182,841.00	5,347,048.00

Police Department 2022

215 Public Safety Communications

Mission Statement:

The mission of Westford Public Safety Communications is to deliver maximum communications support to all residents, businesses, Police, Fire and all public agencies, and visitors of the Town of Westford, and other state and local public safety agencies. To provide assistance and expedite emergency Police, Fire or Ambulance responses, to provide information and assistance in the most efficient and cost-effective manner. The department shall employ highly trained and dedicated personnel, and constantly seek new and innovative means to improve its effectiveness.

Goals:

- To effectively and efficiently adapt, evolve and implement public safety communications policy and procedures that work with and enhance the current police, fire and EMS standard operating procedures.
- To maintain a highly proficient hub or central public safety emergency communications point that will assist and connect the public to police, fire and ambulance services.
- To maintain highly professional and efficient public safety communications staff.
- To provide and improve upon critical support services for both the police and fire services.

Description of Changes:

All increases in Personal Services represent contractual changes.

Since the planning of Combined Dispatch, the department has requested a 12th Telecommunicator be added or the overtime budget be increased by 25-30%, however due to the national pandemic, and predicted fiscal shortfalls as a result we are not making this request in this budget. The need is still very real for multiple reasons, and we will bring this request back for FY23.

The increase to the Office Supplies line is self-explanatory and represents only a \$500.00 increase.

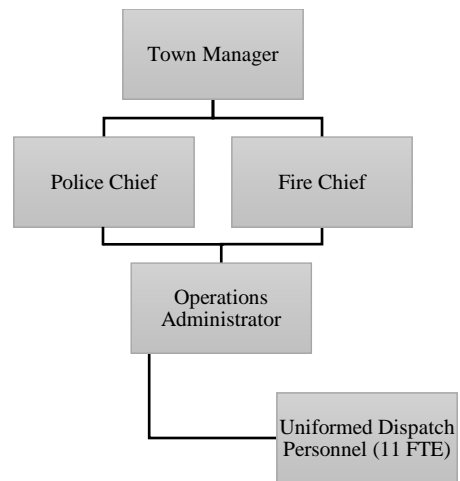
The increases in Expenses, comes predominantly from Contracted Services and standard increases in cost of services. Additionally, expenses increased due to the addition of a much-needed Training Line, which is common in other departments. The department has a training wages line but does not have any means to cover the cost of the actual courses themselves without this.

The total budget increase is 2.93%.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
UNIFORMED DISPATCH PERS	494,296.66	577,326.00	596,842.00	591,322.00	648,951.00	660,735.00	2.42%	13,996.00
OPERATIONS ADMINISTRATOR	91,040.34	92,507.00	94,357.00	94,357.00	96,245.00	98,170.00	2.00%	1,850.00
OVERTIME	101,712.81	88,000.00	90,640.00	90,640.00	93,360.00	96,161.00	3.00%	2,640.00
HOLIDAY OVERTIME	10,643.35	11,200.00	11,200.00	11,200.00	11,200.00	11,200.00	0.00%	-
TRAINING WAGES	4,982.95	1,000.00	1,000.00	1,000.00	1,030.00	1,061.00	0.00%	-
SHIFT DIFFERENTIAL	14,405.40	15,500.00	16,639.00	16,639.00	18,597.00	18,597.00	7.35%	1,139.00
STIPEND / ACCREDITATION	6,000.00	7,200.00	7,200.00	7,200.00	7,800.00	7,800.00	0.00%	-
HOLIDAY PAY	20,894.13	26,544.00	27,441.00	27,188.00	29,837.00	30,379.00	2.43%	644.00
LONGEVITY	4,550.00	6,850.00	8,050.00	8,050.00	8,300.00	8,900.00	17.52%	1,200.00
CATEGORY TOTAL	748,525.64	826,127.00	853,369.00	847,596.00	915,320.00	933,003.00	2.60%	21,469.00
EXPENSES								
UNIFORM ALLOWANCES	6,509.55	7,875.00	8,190.00	8,190.00	8,820.00	8,820.00	4.00%	315.00
COMMUNICATIONS EQUIPMENT	5,000.00	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00	0.00%	-
TRAINING			2,500.00	2,500.00	2,500.00	2,500.00		2,500.00
CONTRACTED SERVICES	13,676.89	29,029.00	29,900.00	29,900.00	30,797.00	31,721.00	3.00%	871.00
OFFICE SUPPLIES	580.27	500.00	1,000.00	1,000.00	1,500.00	1,500.00	100.00%	500.00
BOOKS & SUBSCRIPTIONS	293.00	250.00	250.00	250.00	250.00	250.00	0.00%	-
MEETINGS & CONFERENCES	1,000.00	600.00	600.00	600.00	600.00	600.00	0.00%	-
DUES & MEMBERSHIPS	1,627.00	1,600.00	1,600.00	1,600.00	1,600.00	1,600.00	0.00%	-
ENCUMBRANCES	657.00							-
CATEGORY TOTAL	29,343.71	48,354.00	52,540.00	52,540.00	54,567.00	55,491.00	8.66%	4,186.00
DEPARTMENT TOTAL	777,869.35	874,481.00	905,909.00	900,136.00	969,887.00	988,494.00	2.93%	25,655.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipend/ Accreditation	Holiday Pay	Total
Uniformed Dispatch Pers	11.0	CWA	591,322.00	5,450.00	6,600.00	27,188.00	630,560.00
Operations Administrator	1.0	OPEIU	94,357.00	2,600.00	600.00	-	97,557.00
Overtime			90,640.00				90,640.00
Holiday Overtime			11,200.00				11,200.00
Training Wages			1,000.00				1,000.00
Shift Differential			16,639.00				16,639.00
Total Personal Services	12.0		805,158.00	8,050.00	7,200.00	27,188.00	847,596.00



**Public Safety Communications
2022**

220 Fire Department

Mission Statement:

Our Purpose: Is to develop a team of dedicated professionals bound together for the purpose of protecting lives and property within our community.

Our Mission: Is to strive to make Westford a safe place to work, live and be educated in by reducing human suffering caused by fires, sudden illnesses, accidents, hazardous material releases, or by man-made or natural disasters.

To achieve this, our department will:

- Provide training for Department members to become increasingly knowledgeable and proficient in the areas of public education, fire prevention, fire suppression, emergency medical services, rescue and other related activities.
- Provide its members with the necessary equipment and supplies to safely perform their duties.
- Develop and provide educational programs to educate our customers as to the extent of the fire, rescue and medical services provided by this department; promote the deterrence of fire through proactive measures vs. reactive service and to encourage fire safe and fire smart activities.
- Maintain and decrease response time of fire protection, rescue and emergency medical services that the customers have come to expect.
- Ensure that the highest level of service is obtained from the resources at the department's disposal.

Goals:

- To update the Rules & Regulations for the Westford Fire Department.
- To evaluate current Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- To refine procedures and policies with new Public Safety Communications Center.
- To evaluate current equipment replacement schedule.
- To evaluate Fire Department staffing issues.

Description of Changes:

- With the exception of the Chief, Deputy Chief, and Office Manager, the FY22 personal services budget only reflects step increases.
- Our liability is increasing for Vacation/Sick/Personal time as are the back to back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to nine more regularly. For the FY20 Fire/Ambulance overtime, there were a total 16,475 hours taken off and 8,386 (51.0%) overtime hours filled at an average rate of \$52.75.
- The increase in Education represents an increase in Firefighters seeking education.
- The remaining increases in Personal Services are represented by contractual obligations such as the step raises.
- The IAFF union contract expires on June 30, 2021. This budget does not reflect any new collective bargaining agreements.

- Most of the Fire/Ambulance Operating Budget changes are due to adjustments in the natural gas, electricity, gasoline, and diesel estimates, and Building Maintenance cost estimates as we moved into our new Facility on 11/1/2018 and have limited history.
- The fire department is increasing by 1.60%.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
FIRE CHIEF	150,998.77	153,427.00	156,496.00	156,496.00	156,496.00	156,496.00	2.00%	3,069.00
DEPUTY CHIEF	104,903.76	107,002.00	109,142.00	109,142.00	109,142.00	109,142.00	2.00%	2,140.00
FIRE PREVENTION OFFICER	84,531.68	86,757.00	86,757.00	86,757.00	86,757.00	86,757.00	0.00%	-
CAPTAINS	351,522.55	362,185.00	364,377.00	364,377.00	364,377.00	364,377.00	0.61%	2,192.00
LIEUTENANTS	319,388.34	332,456.00	334,605.00	334,605.00	334,605.00	334,605.00	0.65%	2,149.00
FIREFIGHTERS	1,389,508.90	1,628,647.00	1,654,320.00	1,654,320.00	1,667,759.00	1,679,598.00	1.58%	25,673.00
CALL FIREFIGHTERS	1,355.88	2,000.00	750.00	750.00	750.00	750.00	-62.50%	(1,250.00)
OFFICE MANAGER	64,480.90	66,865.00	68,202.00	68,202.00	68,202.00	68,202.00	2.00%	1,337.00
OVERTIME	322,475.41	372,955.00	395,000.00	395,000.00	400,000.00	405,000.00	5.91%	22,045.00
HOLIDAY OVERTIME	35,788.01	45,026.00	45,352.00	45,352.00	45,352.00	45,352.00	0.72%	326.00
TRAINING	15,558.88	20,300.00	20,300.00	20,300.00	20,300.00	20,300.00	0.00%	-
EDUCATION INCENTIVE	177,648.25	144,822.00	148,180.00	148,180.00	147,980.00	147,980.00	2.32%	3,358.00
CALL FF STIPENDS	400.00	500.00	400.00	400.00	400.00	400.00	-20.00%	(100.00)
EMT STIPENDS	6,425.87	6,511.00	6,641.00	6,641.00	6,641.00	6,641.00	2.00%	130.00
HOLIDAY PAY	95,856.50	108,654.00	110,033.00	110,033.00	110,600.00	111,099.00	1.27%	1,379.00
LONGEVITY	41,750.00	42,500.00	45,100.00	45,100.00	46,850.00	48,850.00	6.12%	2,600.00
SICK LEAVE / VACATION BUY BACK	1,108.26							-
CATEGORY TOTAL	3,163,701.96	3,480,607.00	3,545,655.00	3,545,655.00	3,566,211.00	3,585,549.00	1.87%	65,048.00

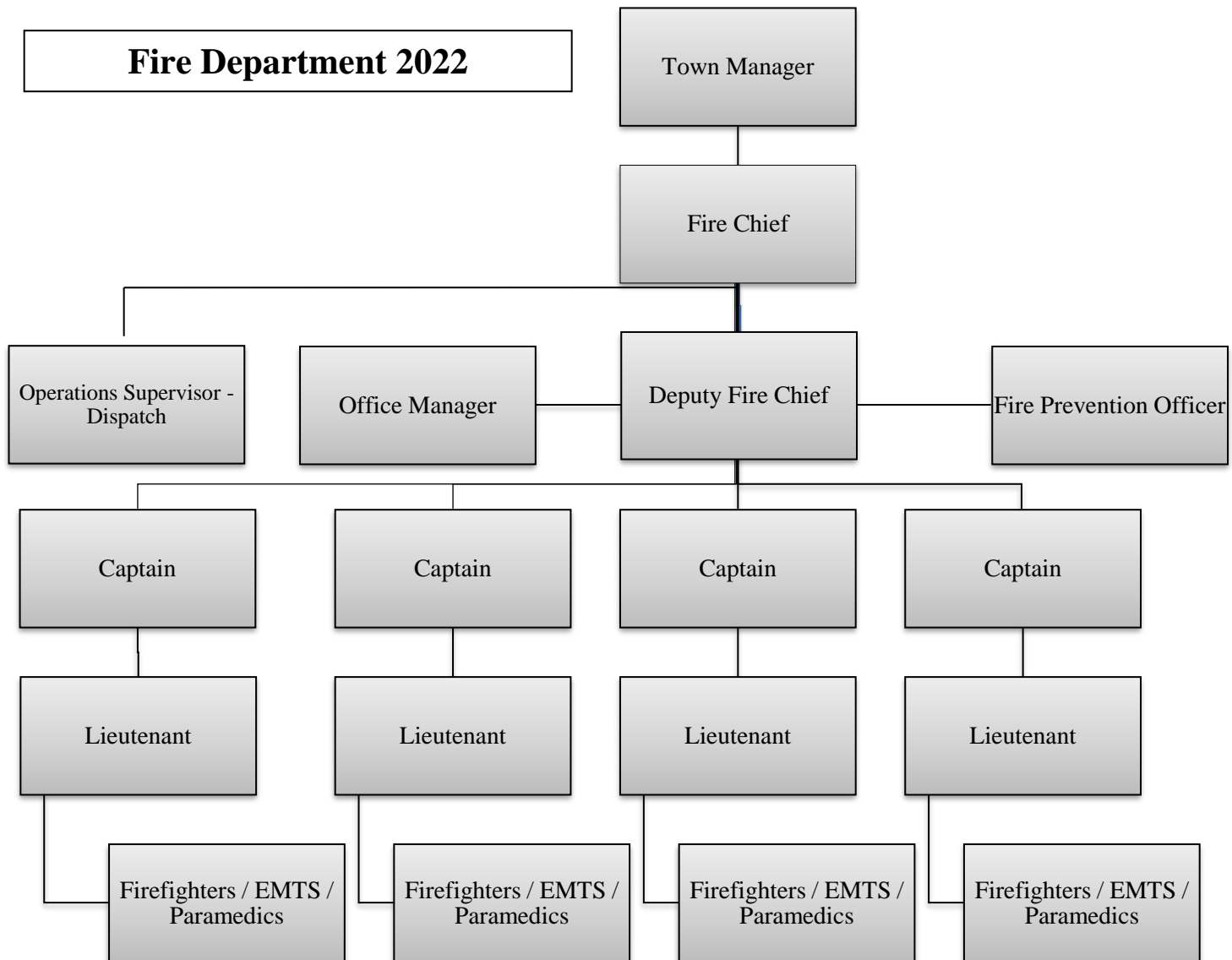
DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
PRE-EMPLOYMENT MEDICAL EXPENSES	2,001.60	1,500.00					-100.00%	(1,500.00)
UNIFORM ALLOWANCES	36,205.65	30,800.00	39,250.00	39,250.00	33,250.00	33,250.00	27.44%	8,450.00
ELECTRICITY	29,571.77	33,380.00	32,410.00	32,410.00	33,059.00	33,721.00	-2.91%	(970.00)
NATURAL GAS	23,718.45	33,708.00	29,210.00	24,000.00	29,795.00	30,391.00	-28.80%	(9,708.00)
WATER	6,328.13	4,250.00	6,000.00	6,000.00	6,120.00	6,243.00	41.18%	1,750.00
SEWER/SEPTIC	310.00	2,000.00	2,000.00	2,000.00	2,040.00	2,081.00	0.00%	-
BUILDING MAINTENANCE	23,737.34	18,500.00	18,500.00	18,500.00	18,870.00	19,248.00	0.00%	-
GROUPS MAINTENANCE	1,568.53	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
VEHICLE MAINTENANCE	29,521.54	46,000.00	30,000.00	30,000.00	30,600.00	31,212.00	-34.78%	(16,000.00)
EQUIPMENT MAINTENANCE	14,585.36	9,500.00	9,500.00	9,500.00	9,690.00	9,884.00	0.00%	-
COMMUNICATIONS EQUIP	14,689.39	10,000.00	10,000.00	10,000.00	10,200.00	10,404.00	0.00%	-
TRAINING & DEVELOPMENT	837.23	7,150.00	7,150.00	7,150.00	7,293.00	7,439.00	0.00%	-
POSTAGE	326.90	300.00	300.00	300.00	306.00	313.00	0.00%	-
ADVERTISING-LEGAL	-	250.00	250.00	250.00	255.00	261.00	0.00%	-
PRINTING SERVICES	147.50	100.00	200.00	200.00	204.00	209.00	100.00%	100.00
FIRE ALARM PURCHASED SERVICES	32,768.10	35,700.00	35,700.00	35,700.00	36,414.00	37,143.00	0.00%	-
GASOLINE	26,467.18	29,033.00	29,250.00	29,250.00	29,835.00	30,432.00	0.75%	217.00
OFFICE SUPPLIES	985.07	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
HARDWARE SUPPLIES	602.56	600.00	600.00	600.00	612.00	625.00	0.00%	-
PROTECTIVE CLOTHING	28,872.93	32,000.00	32,000.00	32,000.00	32,640.00	33,293.00	0.00%	-
BUILDING MAINTENANCE SUPPLIES	707.28	500.00	500.00	500.00	510.00	521.00	0.00%	-
CUSTODIAL / CLEANING SUPPLIES	5,372.80	3,200.00	3,200.00	3,200.00	3,264.00	3,330.00	0.00%	-
VEHICULAR PARTS & ACCESSORIES	31,431.32	42,500.00	26,500.00	26,500.00	27,030.00	27,571.00	-37.65%	(16,000.00)
VEHICULAR TIRES & TUBES	7,159.10	4,000.00	4,000.00	4,000.00	4,080.00	4,162.00	0.00%	-
BOTTLED WATER	3,466.52	3,000.00	3,200.00	3,200.00	3,264.00	3,330.00	6.67%	200.00
FIREFIGHTING SUPPLIES	17,326.44	17,000.00	17,000.00	17,000.00	17,340.00	17,687.00	0.00%	-
TRAVEL-MILEAGE	2,921.09	2,500.00	2,000.00	2,000.00	2,040.00	2,081.00	-20.00%	(500.00)
MEETINGS & CONFERENCES	608.59	1,800.00	1,500.00	-	1,530.00	1,561.00	-100.00%	(1,800.00)
DUES & MEMBERSHIPS	24,586.10	14,925.00	14,925.00	14,925.00	15,224.00	15,529.00	0.00%	-
ENCUMBRANCES	3,695.00							-
CATEGORY TOTAL	370,519.47	387,196.00	358,145.00	351,435.00	358,525.00	365,043.00	-9.24%	(35,761.00)
DEPARTMENT TOTAL	3,534,221.43	3,867,803.00	3,903,800.00	3,897,090.00	3,924,736.00	3,950,592.00	0.76%	29,287.00

Programs & Services:

- The Westford Fire Department currently provides 24-hour fire protection coverage, operating from three staffed stations in town, those being the Center, Rogers, and Nabnasset. The normal staffing per 24-hour shift consists of one Captain, one Lieutenant, and seven to eight Firefighter/EMTs or Paramedics. We try to maintain a minimum of at least four Paramedics around the clock. The department provides immediate response to calls including; fire suppression, commercial box alarms, gas leaks, carbon monoxide, brush fires, major storm shelter coverage, and pumping water out of residents' basements.

Personnel:

Position	FTE	Unit	Salary	Longevity	EMT Stipend	Education	Holiday Pay	Total
Fire Chief	1.0	EXEM	156,496.00	2,600.00	3,912.00	18,900.00	7,195.00	189,103.00
Deputy Fire Chief	1.0	EXEM	109,142.00	2,600.00	2,729.00	16,868.00		131,339.00
Fire Prevention Officer	1.0	IAFF	86,757.00	2,100.00		2,725.00	3,656.00	95,238.00
Captain	4.0	IAFF	364,377.00	8,900.00		32,773.00	15,357.00	421,407.00
Lieutenant	4.0	IAFF	334,605.00	6,150.00		25,473.00	14,102.00	380,330.00
FF/ Medic / EMT	23.0	IAFF	1,654,320.00	21,900.00		51,441.00	69,723.00	1,797,384.00
Call Firefighters			750.00	400.00				1,150.00
Office Manager	1.0	OPEIU	68,202.00	850.00				69,052.00
Overtime			395,000.00					395,000.00
Holiday Overtime			45,352.00					45,352.00
Training Wages			20,300.00					20,300.00
Total Personal Services	35.0		3,235,301.00	45,500.00	6,641.00	148,180.00	110,033.00	3,545,655.00



241 Building Department**Mission Statement:**

The Building Department oversees the construction, alteration, repair, and demolition of structures throughout the town. We enforce bylaws, regulations related to zoning, historic preservation, building, plumbing, gas fitting, electrical, fire safety, and demolition. It is the mission of the Building Department to ensure the quality of life of those who live, work, and visit Westford by promoting safety in the construction, use and occupancy of buildings throughout the town.

Goals:

- Continue to provide quality customer service.
- Maintain and update the Building Department website.
- Provide updated information on all new Building Codes.
- Continue to operate during the Covid-19 pandemic.

Description of Changes:

- The Building Inspector/Zoning Enforcement Officer/Gas Inspector retired in December, 2020. The position was reduced to \$5,000 in FY22.
- A full time Local Building Inspector was hired January, 2021.
- Meetings and Conferences were not funded in FY22.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
BUILDING COMMISSIONER	93,751.67	98,430.00	100,399.00	100,399.00	100,399.00	100,399.00	2.00%	1,969.00
LOCAL BUILDING INSPECTOR	27,116.47	63,250.00	82,190.00	80,184.00	82,190.00	84,243.00	26.77%	16,934.00
WIRING INSPECTOR	61,073.81	48,560.00	49,525.00	49,525.00	49,525.00	49,525.00	1.99%	965.00
WIRING INSPECTOR COVERAGE		8,000.00	7,000.00	7,000.00	7,000.00	7,000.00	-12.50%	(1,000.00)
GAS & PLUMBING INSPECTOR	61,245.90	48,325.00	49,277.00	49,277.00	49,277.00	49,277.00	1.97%	952.00
GAS & PLUMBING COVERAGE		8,000.00	7,000.00	7,000.00	7,000.00	7,000.00	-12.50%	(1,000.00)
ZONING ENFORCEMENT INSPECTOR	30,856.00	35,357.00	36,068.00	5,000.00	36,068.00	36,068.00	-85.86%	(30,357.00)
RECORDS SUPERVISOR II	65,434.55	66,497.00	67,828.00	67,828.00	67,828.00	68,088.00	2.00%	1,331.00
INTERN/DMS SUPPORT	12,645.84	8,500.00	10,379.00	10,379.00	10,379.00	10,379.00	22.11%	1,879.00
LONGEVITY	4,072.00	4,072.00	4,072.00	4,072.00	5,006.00	5,668.00	0.00%	-
TRAVEL - MILEAGE	10,000.00	11,040.00	11,040.00	11,040.00	11,040.00	11,040.00	0.00%	-
CATEGORY TOTAL	366,196.24	400,031.00	424,778.00	391,704.00	425,712.00	428,687.00	-2.08%	(8,327.00)
UNIFORM ALLOWANCES	217.94	300.00	300.00	300.00	300.00	300.00	0.00%	-
VEHICLE MAINTENANCE	530.67	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAINING & DEVELOPMENT	80.75	-	-	-	1,500.00	1,500.00		-
PRINTING SERVICES	190.00	100.00	300.00	300.00	300.00	300.00	200.00%	200.00
MICROFILMING SERVICE (ARCHIVING)	-	4,500.00	4,700.00	4,700.00	4,700.00	4,700.00	4.44%	200.00
GASOLINE	442.80	670.00	670.00	670.00	690.00	690.00	0.00%	-
OFFICE SUPPLIES	171.23	500.00	500.00	400.00	500.00	500.00	-20.00%	(100.00)
BOOKS & SUBSCRIPTIONS	849.75	750.00	500.00	500.00	1,000.00	1,000.00	-33.33%	(250.00)
TRAVEL - MILEAGE	2,146.08	5,000.00	2,000.00	2,000.00	3,000.00	3,000.00	-60.00%	(3,000.00)
MEETINGS & CONFERENCES	934.50	4,675.00	-	-	4,675.00	4,675.00	-100.00%	(4,675.00)
DUES AND MEMBERSHIPS	330.00	1,060.00	1,100.00	1,100.00	1,100.00	1,100.00	3.77%	40.00
ENCUMBRANCES	800.00							-
CATEGORY TOTAL	6,693.72	19,055.00	11,570.00	11,470.00	19,265.00	19,265.00	-39.81%	(7,585.00)
DEPARTMENT TOTAL	372,889.96	419,086.00	436,348.00	403,174.00	444,977.00	447,952.00	-3.80%	(15,912.00)

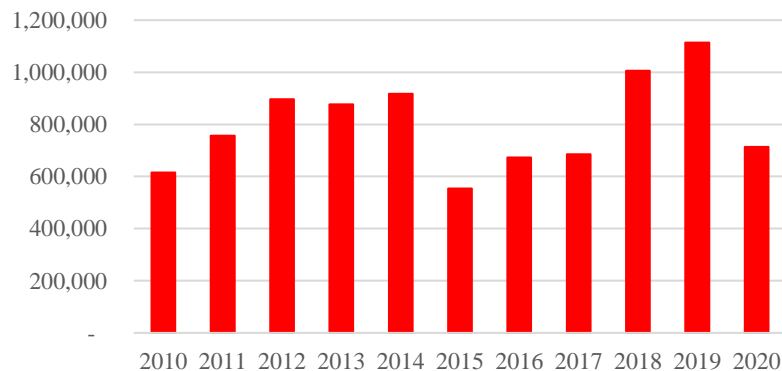
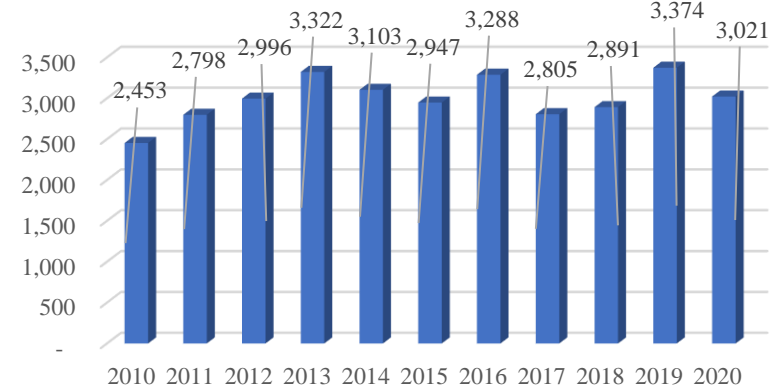
Programs & Services:**1) Baseline Functions**

- a) Issuance of permits
- b) Documenting inspections
- c) Addressing / house numbering; coordination with E-911
- d) FEMA / floodplain permitting
- e) ADA Coordinator and primary resource for MA Architectural Access Board
- f) Annual inspections of town facilities
- g) Monthly reports on permitting activity to Dodge Reports (Banker & Tradesman, etc.)

- h) Litigation support to Town Counsel
- i) Departmental accounting
- j) Compliance with public records law
- k) Annual inspections of Public Assembly buildings
- l) Project reviews with property owners, tenants, etc.

2) Value Added

- a) Online permitting
- b) Scanning and indexing documents to DMS
- c) Fee structure / fee waiver policy
- d) Tracking of permits for approvals from other departments

Other Metrics:**Total Fees Generated from FY10 to FY20****Number of Permits Issued: FY10 to FY20**

Personnel:

Position	FTE	Unit	Salary	Longevity	Add'l Coverage	Total
Building Commissioner	1.0	EXEM	100,399.00			100,399.00
Assistant Building Inspector	1.0	OPEIU	80,184.00			80,184.00
Records Supervisor II	1.0	CWA	67,828.00	1,600.00		69,428.00
Wiring Inspector	0.7	NON	49,525.00	1,072.00	7,000.00	57,597.00
Gas & Plumbing Inspector	0.7	NON	49,277.00	1,400.00	7,000.00	57,677.00
Zoning Enforcement Officer	0.4	NON	5,000.00			5,000.00
Intern		NON	10,379.00			10,379.00
Travel - Mileage			11,040.00			11,040.00
Total Personal Services	4.8		373,632.00	4,072.00	14,000.00	391,704.00

244 Sealer of Weights & Measures

Mission Statement: The Sealer of Weights and Measures is committed to preserving and maintaining confidence in the accuracy of weighing, measuring, and scanning instruments used in commerce in the town of Westford.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
CONTRACTED SERVICES	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CATEGORY TOTAL	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
DEPARTMENT TOTAL	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-

Description of Changes: There are no changes to the FY22 budget.

Programs & Services: The sealer enforces the laws related to accuracy and integrity of scales and measuring devices used in commerce. The town is required to test and certify (seal) annually all commercial weighing and measuring devices. The town is also required to test and certify electronic automated checkout systems at least once every two years. The sealer inspects devices such as gas pumps, price scanners, and delicatessen scale to ensure that the equipment is calibrated properly. The inspections are conducted annually by the Division of Standards under a contract for a fixed fee. The Town Manager's office administers the collection of revenue for each inspection to offset the cost of providing this service.

The table below shows the inspections between FY15 and FY19. FY20 reporting was delayed to the COVID-19 pandemic.

Program Metrics	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
Scale Inspections (Various sizes)	84	66	113	137	12
Fuel Meter Inspections	126	126	123	200	129
Electronic Checkout Scanner Inspections	0	0	48	0	0
Complaints Investigated	0	0	0	0	0
Revenue Collected	\$5,350	\$4,075	\$6,900	\$6,090	\$5,265

291 Emergency Management**Mission Statement:**

To coordinate interdepartmental activities to prepare for, respond to, and recover from local emergencies and disasters.

Description of Changes:

The personal services budget is increased by the non-union COLA amount, and the expense budget is level funded for FY22.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
CO-DIRECTOR	4,480.00	4,570.00	4,662.00	4,662.00	4,662.00	4,662.00	2.01%	92.00
CO-DIRECTOR	4,480.00	4,570.00	4,662.00	4,662.00	4,662.00	4,662.00	2.01%	92.00
CATEGORY TOTAL	8,960.00	9,140.00	9,324.00	9,324.00	9,324.00	9,324.00	2.01%	184.00
 VEHICLE MAINTENANCE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
EQUIPMENT MAINTENANCE	953.00	100.00	100.00	100.00	100.00	100.00	0.00%	-
COMMUNICATIONS EQUIP MAINT	2,610.37	500.00	500.00	500.00	500.00	500.00	0.00%	-
VEHICULAR PARTS & ACCESSORIES	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
OTHER PUBLIC SAFETY SUPPLIES	827.20	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
TRAVEL - MILEAGE	-	50.00	50.00	50.00	50.00	50.00	0.00%	-
ADDITIONAL EQUIPMENT	-							-
CATEGORY TOTAL	4,390.57	2,450.00	2,450.00	2,450.00	2,450.00	2,450.00	0.00%	-
DEPARTMENT TOTAL	13,350.57	11,590.00	11,774.00	11,774.00	11,774.00	11,774.00	1.59%	184.00

Programs & Services:

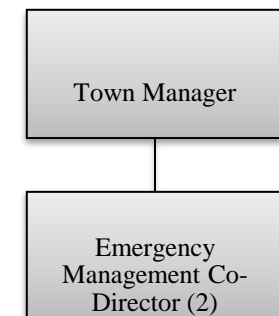
- Coordinates with the Town Manager, Department Heads, and community officials, and with any local or State, or Federal Agency as necessary to ensure the effective administration of the Westford Emergency Management Agency.
- Coordinates and directs the planning, organization, control, and implementation of local emergency management activities. Such activities may include but shall not be limited to the development of a Comprehensive Emergency Management Plan (CEM Plan) and The Natural Disaster Mitigation Plan.
- Manages, operates and maintains the Emergency Operations Center (EOC) and Notification System.
- Coordinates, develops, and implements the CEM Plan for the Town of Westford. Updates the CEM Plan at least annually. Updates the SARA Title III Tier II reporting that pertains to Hazardous Materials, at least annually and reports that to the Local Emergency Planning Committee (LEPC).

- Prepares and submits an annual budget proposal and manages the administration of the approved emergency management budget. When the town is awarded Federal financial assistance, as a sub-grant recipient of funds made available through MEMA, the Emergency Management Directors will ensure the proper completion of Federal funding documents in exchange for the receipt of such funds (including the submission of quarterly reports to MEMA, required attendance at training classes, meetings and conferences/workshops.) This has been an ongoing process during the COVID-19 pandemic.
- Prepares and distributes disaster preparedness material to the citizens of the town, with the intent of offering an appropriate means of educating the community as to how they may prepare for and protect themselves from the consequences of such potentially dangerous disasters.
- Conducts public presentations and speeches at schools, special events, civic organizations, etc. (including public access television, radio and/or newspaper interviews or appearances) which would benefit the public's safety and enhance the community's awareness and preparedness for any potential emergency/disaster threat to this jurisdiction.
- Coordinates with all educational facilities to ensure that adequate disaster (Hazmat, thunderstorm, etc.) alerting, warning, and in-place sheltering procedures are developed, implemented and exercised.
- Coordinates the development and implementation of a Disaster Preparedness and Training for volunteers such as PART (Police Amateur Radio Team) and CERT (Community Emergency Response Team), specifically for the purpose of educating each of their responsibilities during emergency and/or disaster operations.
- Coordinates the actions and uses of jurisdictional assets during exercises and actual occurrences.
- Report annually NIMS training and compliance to FEMA for continued federal funding to the town.
- Create and maintain Continuanace of Operation Plan (COOP).
- Attend Department head meetings, regional Local Emergency Planning Committee (LEPC) meetings, local directors meeting and other meetings as directed by the town and MEMA. Works with regional Homeland Security Council.

Emergency Management
2022

Personnel:

Position	FTE	Unit	Salary	Total
Co-Director		NON	4,662.00	4,662.00
Co-Director		NON	4,662.00	4,662.00
Total Personal Services	0.0		9,324.00	9,324.00



292 Animal Control

Mission Statement:

The Animal Control department works to provide an atmosphere of safe coexistence between humans and wildlife by:

- Impartially enforcing state and local animal control laws.
- Mitigating any hazards to humans that are caused or related to animal and wildlife activity.
- Mediating animal related complaints promptly and efficiently.
- Educating the public about responsible pet ownership and responsible interaction with wildlife.

Goals:

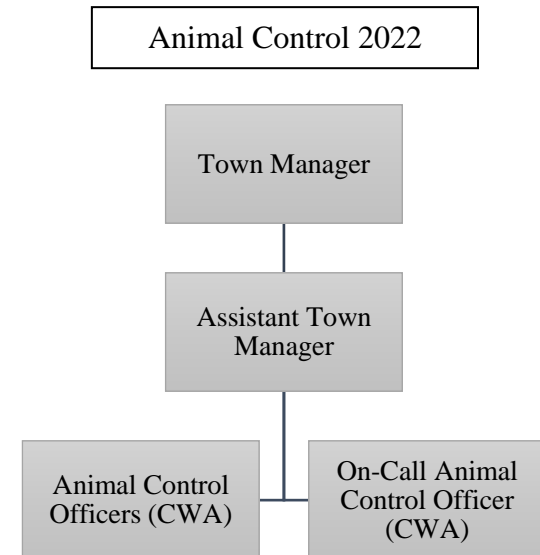
- Continue our commitment to customer service and help residents address animal control related issues.
- Secure a pickup truck to provide a safe means for transporting diseased and deceased animals and responding to calls.
- Establish agreement with surrounding community for housing animals, when required.

Description of Changes:

The proposed FY22 Animal Control budget will reduce by roughly 15%, which mostly comes from personnel services. We continue to monitor the impacts of shifting our department staffing and have realized positive results with having multiple part-time employees instead of one full-time employee running the department.

Programs & Services:

The Animal Control department is responsible for enforcement of the local animal control bylaws. The department investigates animal cruelty, dog or cat bites, vicious dog complaints, sick or injured wildlife and loose dogs. The department also conducts barn and kennel inspections, participates in educational outreach, provides advice regarding animal care and wildlife control, and operates the town kennel at 30 Beacon Street.



DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
ANIMAL CONTROL OFFICER	36,391.47	38,070.00	35,390.00	35,390.00	36,417.00	37,678.00	-7.04%	(2,680.00)
VACATION / SICK / EMERG.OVERTIME	2,454.23	10,000.00	5,000.00	5,000.00	5,000.00	5,000.00	-50.00%	(5,000.00)
LONGEVITY	-					192.00		-
CATEGORY TOTAL	38,845.70	48,070.00	40,390.00	40,390.00	41,417.00	42,870.00	-15.98%	(7,680.00)
EXPENSES								
UNIFORM ALLOWANCES	699.32	875.00	875.00	875.00	875.00	875.00	0.00%	-
ELECTRICITY	205.90	500.00	300.00	300.00	300.00	300.00	-40.00%	(200.00)
WATER / SEWER	77.12	-	100.00	100.00	100.00	100.00		100.00
KENNEL MAINTENANCE	8.25	-	-	-	-	-		-
VEHICLE MAINTENANCE	1,264.47	100.00	100.00	100.00	100.00	100.00	0.00%	-
GASOLINE	1,618.15	1,200.00	1,500.00	1,500.00	1,500.00	1,500.00	25.00%	300.00
OFFICE SUPPLIES	-	-	-	-	-	-		-
CUSTODIAL / CLEANING SUPPLIES	-	50.00	-	-	-	-	-100.00%	(50.00)
VETERINARY SERVICES	489.78	500.00	500.00	500.00	500.00	500.00	0.00%	-
ANIMAL CONTROL SUPPLIES	632.04	500.00	500.00	500.00	500.00	500.00	0.00%	-
MEETINGS & CONFERENCES	-	200.00	-	-	-	-	-100.00%	(200.00)
DUES AND MEMBERSHIPS	-	80.00	-	-	-	-	-100.00%	(80.00)
ENCUMBRANCES	423.00							-
CATEGORY TOTAL	5,418.03	4,005.00	3,875.00	3,875.00	3,875.00	3,875.00	-3.25%	(130.00)
DEPARTMENT TOTAL	44,263.73	52,075.00	44,265.00	44,265.00	45,292.00	46,745.00	-15.00%	(7,810.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Animal Control Officer	0.5	CWA	35,390.00	-	35,390.00
Vacation / Sick / Emerg. OT			5,000.00		5,000.00
Total Personal Services	0.5		40,390.00	-	40,390.00

294 Tree Warden

Mission Statement: The Mission of the Westford Tree Warden is to protect, maintain and improve the health, beauty, quantity, diversity and vitality of Westford's trees and manage public shade trees along the Town's public ways and public areas while maintaining public safety, aesthetic quality and value of the Town's trees for benefit of its citizens and future generations.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TREE WARDEN	2,220.00	2,265.00	2,311.00	2,311.00	2,311.00	2,311.00	2.03%	46.00
CATEGORY TOTAL	2,220.00	2,265.00	2,311.00	2,311.00	2,311.00	2,311.00	2.03%	46.00
EXPENSES								
CONTRACTED SERVICES	23,197.32	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
ENCUMBRANCES	11,802.68							-
CATEGORY TOTAL	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
DEPARTMENT TOTAL	37,220.00	37,265.00	37,311.00	37,311.00	37,311.00	37,311.00	0.12%	46.00

Description of Changes:

The amount allocated in contracted services continues to be funded at \$35,000 due to budgetary constraints.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Tree Warden		NON	2,311.00		2,311.00
Total Personal Services	0.0		2,311.00	-	2,311.00

Education

300 Westford Public Schools

Mission Statement:

The Westford Public Schools will provide an excellent, free education to all students in the community. The school system will engage its students in a challenging learning environment to prepare them for the political, economic, social, and technological challenges of a rapidly changing world. It will develop in its students the skills and attitudes that will enable them to be lifelong learners, to exercise sound judgment and to become responsible, contributing members of society.

To accomplish this mission, the Westford Public Schools will:

- Provide a curriculum designed to educate the whole child while recognizing that each child is a unique and individual learner.
- Engage staff and administration in ongoing professional development.
- Provide support services that meet the needs of each individual student.
- Encourage the collaboration of parents, residents, and the greater Westford community.
- Practice reasonable and creative fiscal planning and management.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
OPERATING BUDGET	59,347,322.38	61,194,859.00	62,493,499.00	62,189,167.00	63,292,619.00	64,558,471.00	1.62%	994,308.00
STORMWATER UTILITY FEE		46,500.00	47,700.00	47,700.00	47,700.00	47,700.00	2.58%	1,200.00
ENCUMBRANCES	187,214.83							
DEPARTMENT TOTAL	59,534,537.21	61,241,359.00	62,541,199.00	62,236,867.00	63,340,319.00	64,606,171.00	1.63%	995,508.00

310 Nashoba Valley Technical High School

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
NASHOBA TECH ASSESSMENT	1,000,697.00	1,078,168.00	1,105,122.00	1,184,421.00	1,214,032.00	1,235,278.00	9.85%	106,253.00
DEPARTMENT TOTAL	1,000,697.00	1,078,168.00	1,105,122.00	1,184,421.00	1,214,032.00	1,235,278.00	9.85%	106,253.00

Description of Changes:

The FY22 Nashoba Valley Technical High School budget increased by \$106,253. Westford saw an additional enrollment of seven students for FY22, and the total school enrollment is only increasing by ten students. Westford's assessment is based on this enrollment, so we are seeing our percentage of the schools budget increase.

Public Works

405 Department of Public Works

Mission Statement: It is the mission of the Department of Public Works to provide executive and administrative support and oversight to the Highway Department, Engineering Department, Water Enterprise, and Stormwater Enterprise. Through sound management, teamwork, and innovation the Departments aims to provide quality, responsive, and dependable services that are consistent with Westford's core values. We work to maximize the efficient, effective use of our resources to manage, protect, preserve, and improve the Town's Roadways, Sidewalks, Bridges, Dams, Drinking Water, Wastewater, and Stormwater infrastructure and related assets.

Description of Changes: The former Office Manager retired and the Department of Public Works budget was decreased at the October 2020 Special Town Meeting to capture the savings. The department was reorganized and the position is not included in the FY22 budget.

Goals:

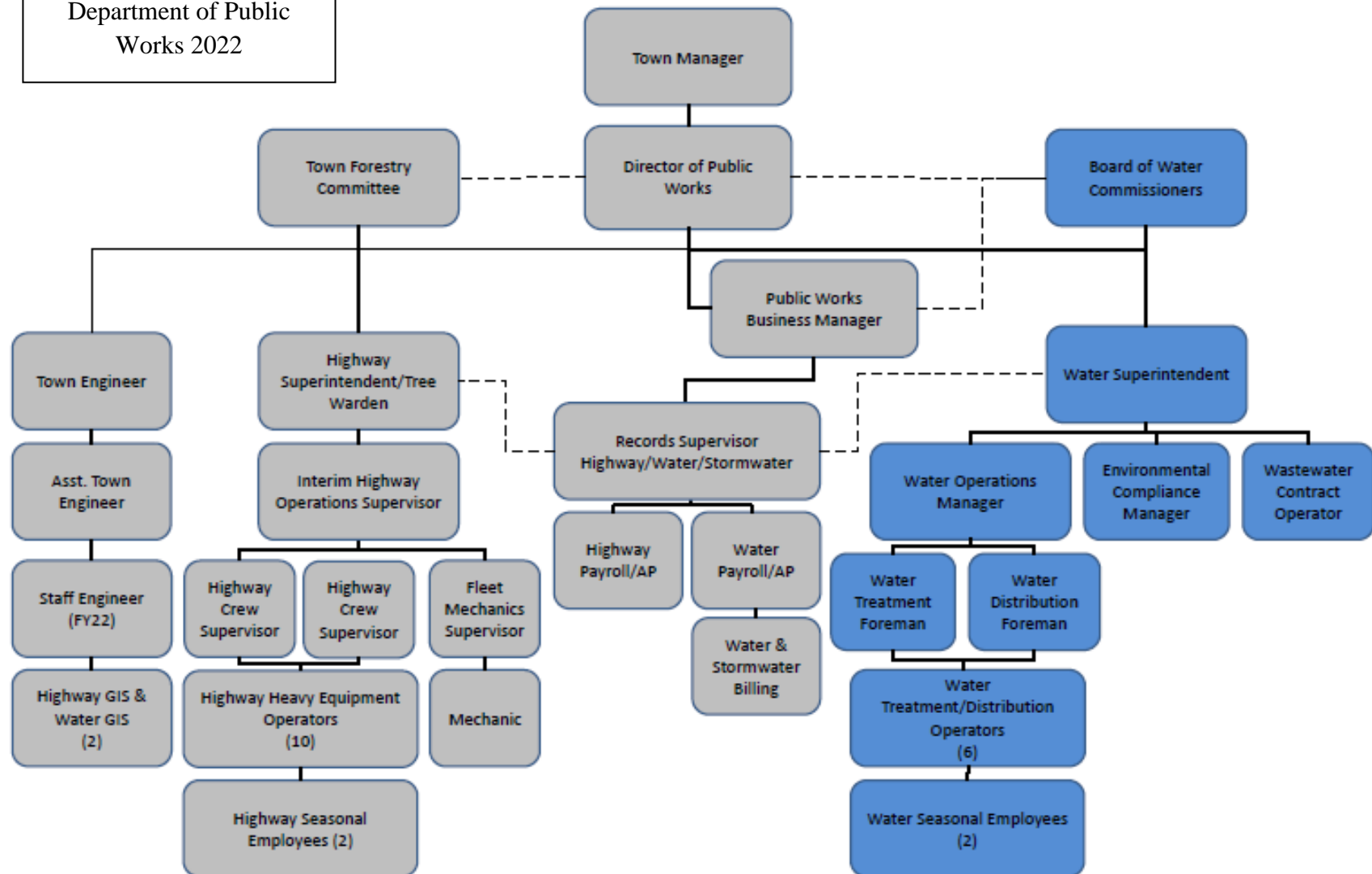
- Reduce costs and increase the efficiency and effectiveness of the Highway, Engineering, and Water Departments through better business practices, communication, and coordinated operations.
- Consolidate fiscal oversight and management of procurement, forecasting, budgeting, and payroll activities.
- Enhance the utilization of technology and existing GIS and Asset Maintenance Software for the purposes of planning, tracking, measuring, and optimizing operations and maintenance.
- Improve customer service, public information, and responsiveness to requests and complaints.
- Develop a comprehensive Capital Improvement Plan for Town-owned infrastructure, utilities, and related assets.
- Consolidate and coordinate the maintenance of the Town-owned vehicles and equipment.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
DPW DIRECTOR		132,600.00	135,252.00	135,252.00	135,252.00	135,252.00	2.00%	2,652.00
DPW BUSINESS MANAGER		104,040.00	106,121.00	106,121.00	106,121.00	106,121.00	2.00%	2,081.00
OFFICE MANAGER		1,864.00	-	-	-	-	-100.00%	(1,864.00)
LONGEVITY		4,300.00	1,700.00	1,700.00	1,700.00	1,700.00	-60.47%	(2,600.00)
CATEGORY TOTAL	-	242,804.00	243,073.00	243,073.00	243,073.00	243,073.00	0.11%	269.00
EXPENSES								
ADVERTISING		200.00	-	-			-100.00%	(200.00)
OFFICE SUPPLIES		200.00	200.00	200.00	200.00	200.00	0.00%	-
TRAVEL-MILEAGE		100.00	300.00	300.00	300.00	300.00	200.00%	200.00
MEETINGS & CONFERENCES								-
DUES AND MEMBERSHIPS								-
ENCUMBRANCES								-
CATEGORY TOTAL	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
DEPARTMENT TOTAL	-	243,304.00	243,573.00	243,573.00	243,573.00	243,573.00	0.11%	269.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
DPW Director	1.0	NON	135,252.00	850.00	136,102.00
DPW Business Manager	1.0	NON	106,121.00	850.00	106,971.00
Total Personal Services	2.0		241,373.00	1,700.00	243,073.00

Department of Public
Works 2022



410 Engineering

Mission Statement:

The Engineering Department is committed to working with other departments to discover and identify infrastructure deficiencies that cause hardship, inconvenience or expense to the town and its inhabitants, and will provide effective solutions that resolve or preclude those deficiencies.

Goals:

- Assist in implementing new stormwater enterprise fund, budget, credits and fee assessment.
- Satisfy the new State and Federal stormwater permit requirements.
- Work with Pedestrian Safety Committee to complete the design of a sidewalk connection on Plain Road between Nutting Road and Grassy Pond, and on Robinson Road between Concord Road and Hartford Road.
- Assist MassDOT with the design of the historic Stony Brook Bridge Project.
- Award a contract and commence work on the Moore Road, Oak Hill Road and Plain Road Infrastructure Improvement Project.
- Acquire property rights for the construction of the Moore Road, Oak Hill Road and Plain Road Infrastructure Improvement Project.
- Continue design for Boston Road Reconstruction Project, including drainage and water distribution improvements and pedestrian and bicycle safety improvements between the Town Center and Blake's Hill Road.
- Continue to assist in the coordination of public works projects with the newly created Department of Public Works.
- Complete land acquisition and permitting for the Beaver Brook Bridge Improvement Project scheduled for construction in 2022.
- Continue to assist the Highway Department with operating and implementing a pavement management program.

Description of Changes:

The Geographic Information System (GIS) Coordinator was moved from the Technology budget to the Engineering budget. The Engineering personal services and expense budget was increased to account for the GIS transfer from Technology to Engineering.

Programs & Services:

The Engineering Department supports the maintenance and operation of the town's infrastructure. Many of the activities of this department are in concert with the Highway Department, Planning Department, Conservation Commission and Parks Department. Engineering services include reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans. The Engineering Department designs projects for various town entities and assists in all levels of procurement for a variety of projects.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
TOWN ENGINEER	111,863.52	114,101.00	116,383.00	116,383.00	116,383.00	116,383.00	2.00%	2,282.00
ASST TOWN ENGINEER	95,792.95	97,710.00	99,664.00	99,664.00	99,664.00	99,664.00	2.00%	1,954.00
GIS COORDINATOR			84,244.00	84,244.00	84,244.00	84,244.00		84,244.00
PROJECT INSPECTOR - FACILITIES TECH	40,486.41	-						-
LONGEVITY	2,375.00	1,950.00	2,800.00	2,800.00	2,800.00	2,800.00	43.59%	850.00
CATEGORY TOTAL	250,517.88	213,761.00	303,091.00	303,091.00	303,091.00	303,091.00	41.79%	89,330.00
EXPENSES								
SPECIAL DETAILS	-	560.00	560.00	560.00	560.00	560.00	0.00%	-
EQUIPMENT MAINTENANCE	225.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
ENGINEERING SERVICES	225.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GIS CONSULTING SERVICES			5,452.00	5,452.00	5,452.00	5,452.00		5,452.00
ADVERTISING	-	250.00	250.00	250.00	250.00	250.00	0.00%	-
OFFICE SUPPLIES	440.54	850.00	850.00	850.00	850.00	850.00	0.00%	-
BOOKS & SUBSCRIPTIONS	193.09	250.00	250.00	250.00	250.00	250.00	0.00%	-
TRAVEL-MILEAGE	-	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETINGS & CONFERENCES	150.00	2,000.00	2,000.00	500.00	2,000.00	2,000.00	-75.00%	(1,500.00)
DUES AND MEMBERSHIPS	1,808.04	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	0.00%	-
EQUIPMENT	897.00	500.00	500.00	500.00	500.00	500.00	0.00%	-
ENCUMBRANCES								-
CATEGORY TOTAL	3,938.67	7,910.00	13,362.00	11,862.00	13,362.00	13,362.00	49.96%	3,952.00
DEPARTMENT TOTAL	254,456.55	221,671.00	316,453.00	314,953.00	316,453.00	316,453.00	42.08%	93,282.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Town Engineer	1.0	NON	116,383.00	1,100.00	117,483.00
Assistant Town Engineer	1.0	NON	99,664.00	850.00	100,514.00
GIS Coordinator	1.0	OPEIU	84,244.00	850.00	85,094.00
Total Personal Services	3.0		300,291.00	2,800.00	303,091.00

421 Highway Department

Mission Statement:

The Highway Department is a professional team dedicated to enhancing the quality of life in Westford and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure. We are committed to public safety and providing the highest level of service to the community. It is our mission to efficiently manage and maintain the Town's infrastructure system to provide for the safe, convenient and efficient movement of traffic and pedestrians at the lowest cost and best value.

Goals:

- To support the Director of Public Works in streamlining and simplifying of Highway Operations and functions to ensure the best use of staff, reduce costs and increase efficiencies, while maintaining the quality of service to the public.
- To work with the Pedestrian Safety Committee, Police, Fire, Engineering, Board of Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.
- To continue to provide the Highway Department employees with the safest possible work place to prevent injuries and property loss and to maximize insurance company savings through their loss prevention reward program.

Description of Changes:

The FY22 Highway Department budget increased by \$73,534 or 3.45% from the prior fiscal year's budget. This includes an increase in Personal Services of \$38,746 due the collective bargaining agreement with the Westford Public Works Association that was approved in February 2020 and increase in overtime based on the three-year average of actual overtime costs. The Highway Department Expenses increased by \$34,788 in response to recent spending trends. The Department intends to seek \$60,000 in additional funding during the current fiscal year to rehabilitate six vehicles. This is a one-time request aimed at extending the life of the vehicles and deferring their scheduled replacement due to funding constraints resulting from the COVID-19 pandemic.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
HIGHWAY SUPERINTENDENT	114,769.60	117,065.00	119,406.00	119,406.00	119,406.00	119,406.00	2.00%	2,341.00
OFFICE MANAGER	65,301.72							-
RECORDS SUPERVISOR	53,900.24	61,642.00	65,283.00	65,283.00	67,827.00	68,087.00	5.91%	3,641.00
CREW SUPERVISORS	166,029.84	231,466.00	237,609.00	237,609.00	237,609.00	238,408.00	2.65%	6,143.00
OPERATIONS SUPERVISOR	77,581.40	76,588.00	78,112.00	82,000.00	82,000.00	82,315.00	7.07%	5,412.00
MECHANICS SUPERVISOR	73,234.24	74,417.00	76,400.00	76,400.00	76,400.00	76,693.00	2.66%	1,983.00
PARKS SUPERVISOR	30,747.20	31,364.00	32,199.00	32,199.00	32,199.00	32,199.00	2.66%	835.00
CEMETERY SUPERVISOR	27,948.80	28,512.00	29,269.00	29,269.00	29,269.00	29,269.00	2.66%	757.00
MECHANIC	71,057.51	123,882.00	128,182.00	121,313.00	122,921.00	125,111.00	-2.07%	(2,569.00)
EQUIPMENT OPERATORS / LABORERS	616,160.07	611,055.00	636,776.00	626,148.00	631,179.00	638,615.00	2.47%	15,093.00
SEASONAL STAFF	31,716.26	21,013.00	13,171.00	13,171.00	13,171.00	13,171.00	-37.32%	(7,842.00)
OVERTIME - WEEKEND CALL	35,953.32	37,223.00	36,757.00	36,757.00	36,861.00	36,991.00	-1.25%	(466.00)
OTHER OVERTIME	52,199.33	31,032.00	42,500.00	42,500.00	42,500.00	42,500.00	36.96%	11,468.00
DEPARTMENTAL STIPENDS	45,717.79	56,440.00	57,240.00	57,240.00	57,240.00	57,390.00	1.42%	800.00
LONGEVITY	25,025.00	21,275.00	24,125.00	22,425.00	23,675.00	24,575.00	5.41%	1,150.00
INCEN/SICK LEAVE/VACATION BUYBACK	3,614.50							-
CATEGORY TOTAL	1,490,956.82	1,522,974.00	1,577,029.00	1,561,720.00	1,572,257.00	1,584,730.00	2.54%	38,746.00

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
SPECIAL DETAILS	82,440.36	44,000.00	63,000.00	63,000.00	63,000.00	63,000.00	43.18%	19,000.00
UNIFORM ALLOWANCES	16,367.65	21,000.00	17,000.00	17,000.00	17,000.00	17,000.00	-19.05%	(4,000.00)
ELECTRICITY	29,695.66	32,500.00	33,000.00	33,000.00	33,000.00	33,000.00	1.54%	500.00
NATURAL GAS	23,576.66	26,500.00	25,500.00	25,500.00	25,500.00	25,500.00	-3.77%	(1,000.00)
WATER	2,170.37	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	0.00%	-
BUILDING MAINTENANCE	43,989.00	28,000.00	34,000.00	34,000.00	34,000.00	34,000.00	21.43%	6,000.00
ROAD MAINTENANCE	64,463.66	50,000.00	51,000.00	51,000.00	51,000.00	51,000.00	2.00%	1,000.00
VEHICLE MAINTENANCE	168,806.94	209,829.00	178,000.00	178,000.00	178,000.00	178,000.00	-15.17%	(31,829.00)
EQUIPMENT MAINTENANCE	72,298.94	54,240.00	55,500.00	55,500.00	55,500.00	55,500.00	2.32%	1,260.00
PHONE ALLOWANCE	4,454.24	5,400.00	4,500.00	4,500.00	4,500.00	4,500.00	-16.67%	(900.00)
COMMUNICATIONS EQUIPMENT MAINTENANC	2,485.05	3,000.00	2,800.00	2,800.00	2,800.00	2,800.00	-6.67%	(200.00)
BLD MAINT SVCS - HVAC	5,156.57	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BLD MAINT SVCS - ELEVATOR	5,547.00	1,100.00	3,000.00	3,000.00	3,000.00	3,000.00	172.73%	1,900.00
BLD MAINT SVCS - FIRE/ALARM	3,383.99	2,500.00	3,500.00	3,500.00	3,500.00	3,500.00	40.00%	1,000.00
DRAINAGE MAINTENANCE	38,474.60	-	-	-	-	-		-
SIDEWALK MAINTENANCE	-	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
TRAFFIC LINES / CROSSWALK MAINTENANCE	6,075.42	34,500.00	30,000.00	30,000.00	30,000.00	30,000.00	-13.04%	(4,500.00)
SIGNAL MAINTENANCE	9,034.68	3,500.00	4,000.00	4,000.00	4,000.00	4,000.00	14.29%	500.00
BRUSH CHIPPING SERVICES	1,563.04	2,500.00	-	-	-	-	-100.00%	(2,500.00)
DAM REPAIR	868.00	2,000.00	1,500.00	1,500.00	1,500.00	1,500.00	-25.00%	(500.00)
DRUG AND ALCOHOL TESTING	830.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
TRAINING & DEVELOPMENT	3,312.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
CONTRACTED SERVICES	11,152.50	-	13,000.00	13,000.00	13,000.00	13,000.00		13,000.00
ADVERTISING	294.52	800.00	1,500.00	1,500.00	1,500.00	1,500.00	87.50%	700.00
DIESEL FUEL	54,491.44	39,800.00	44,000.00	44,000.00	44,000.00	44,000.00	10.55%	4,200.00
OFFICE SUPPLIES	2,655.29	2,500.00	2,600.00	2,600.00	2,600.00	2,600.00	4.00%	100.00
SIGNS / POSTS SUPPLIES	9,942.97	9,000.00	8,200.00	8,200.00	8,200.00	8,200.00	-8.89%	(800.00)
RESURFACE MATERIAL	-	60,000.00	33,000.00	33,000.00	33,000.00	33,000.00	-45.00%	(27,000.00)
OTHER PUBLIC WORKS SUPPLIES	3,294.12	8,000.00	7,000.00	7,000.00	7,000.00	7,000.00	-12.50%	(1,000.00)
MEETINGS & CONFERENCES	2,666.14	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
DUES AND MEMBERSHIPS	125.00	443.00	300.00	300.00	300.00	300.00	-32.28%	(143.00)
APPROVED SPECIAL EXPENSES	207,812.00							-
ENCUMBRANCES	57,995.00							-
CATEGORY TOTAL	935,422.81	666,312.00	641,100.00	641,100.00	641,100.00	641,100.00	-3.78%	(25,212.00)
DEPARTMENT TOTAL	2,426,379.63	2,189,286.00	2,218,129.00	2,202,820.00	2,213,357.00	2,225,830.00	0.62%	13,534.00

Programs & Services:

The Highway Department provides maintenance and improvement to approximately 153+ miles of town roads. Some responsibilities of the Highway Department include: maintenance of town equipment, roads, traffic lines, installation of traffic and street signs, brush control along roadways, street cleaning, catch basins and storm water drain cleaning, drainage systems, snow and ice control, resurfacing, sealing of streets, maintaining nine town owned bridges and three dams. In addition to these tasks, the Highway Department also works as agents of the Tree Warden, maintaining all shade trees within the town's right-of-ways.

The Highway Department consists of 25 employees and two to four seasonal summertime employees. The department has at its disposal approximately 50 major pieces of equipment with attachments with a value in excess of \$4 million to accomplish its work. The amount of equipment used by the Highway Department is a result of the variety of types of work undertaken.

Additional Information:

In 1992, the town had approximately 79 miles of accepted roads. Today we have approximately 153 miles for an increase of 74 miles of accepted town roads.

In the late 1980s the town had 1.5 mechanics, 13 Highway Maintenance employees, 1 employee for Parks & Grounds and 1 employee for Cemeteries. Today we have 2 mechanics, 13 Highway Maintenance employees, 6 employees for Parks & Grounds and 2 employees for Cemeteries. The Parks/Grounds/Cemeteries employees are partially funded in the Highway Budget (42%).

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipends	Total
Highway Superintendent	1.0	EXEM	119,406.00	2,600.00		122,006.00
Records Supervisor	1.0	CWA	65,283.00	600.00		65,883.00
Crew Supervisors	3.4	WPWA	237,609.00	5,600.00		243,209.00
Operations Supervisor	1.0	WPWA	82,000.00	2,100.00		84,100.00
Mechanics Supervisor	1.0	WPWA	76,400.00	850.00		77,250.00
Parks Supervisor	0.4	WPWA	32,199.00	1,300.00		33,499.00
Cemetery Supervisor	0.4	WPWA	29,269.00	1,050.00		30,319.00
Mechanic/Craftsman	2.0	WPWA	121,313.00	1,600.00		122,913.00
Equipment Operators	10.4	WPWA	626,148.00	6,725.00		632,873.00
Seasonal Staff/OT			13,171.00			13,171.00
Weekend Call			36,757.00			36,757.00
Other Overtime			42,500.00			42,500.00
Departmental Stipends					57,240.00	57,240.00
Total Personal Services	20.6		1,482,055.00	22,425.00	57,240.00	1,561,720.00

423 Snow & Ice

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
EMERGENCY OVERTIME	241,944.69	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
CATEGORY TOTAL	241,944.69	76,000.00	76,000.00	76,000.00	76,000.00	76,000.00	0.00%	-
EXPENSES								
EQUIPMENT MAINTENANCE								
CONTRACTED SNOW REMOVAL	84,695.00	101,090.00	101,090.00	101,090.00	101,090.00	101,090.00	0.00%	-
GASOLINE	21,168.31	21,820.00	21,820.00	21,820.00	21,820.00	21,820.00	0.00%	-
PLOW BLADES								-
SAND AND SALT	162,652.06	201,090.00	201,090.00	201,090.00	201,090.00	201,090.00	0.00%	-
SUPPLEMENTAL EXPS								-
CATEGORY TOTAL	268,515.37	324,000.00	324,000.00	324,000.00	324,000.00	324,000.00	0.00%	-
DEPARTMENT TOTAL	510,460.06	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	0.00%	-

Description of Changes:

The Snow and Ice budget remains unchanged from the prior fiscal year's budget. By statute, the Town is allowed to overspend the snow & ice budget. In FY22, we currently have an additional \$400,000 earmarked in free cash to fund any deficit that occurs.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Emergency Overtime			76,000.00		76,000.00
Total Personal Services	0.0		76,000.00	-	76,000.00

424 Street Lights

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
ELECTRICITY STREET LIGHTS	29,780.40	100,000.00	40,000.00	40,000.00	40,000.00	40,000.00	-60.00%	(60,000.00)
STREET LIGHT MAINTENANCE	6,329.00	14,500.00	20,000.00	20,000.00	20,000.00	20,000.00	37.93%	5,500.00
ENCUMBRANCES								-
CATEGORY TOTAL	36,109.40	114,500.00	60,000.00	60,000.00	60,000.00	60,000.00	-47.60%	(54,500.00)
DEPARTMENT TOTAL	36,109.40	114,500.00	60,000.00	60,000.00	60,000.00	60,000.00	-47.60%	(54,500.00)

Description of Changes:

In FY22, the proposed streetlight operating budget will be decreasing by roughly 47% from FY21 due to the town purchasing all streetlight assets which were formerly owned by National Grid. As a result, the town is now responsible for coordinating the maintenance and replacement of all streetlight fixtures located within the town. In 2018 / 2019, the entire town was retrofitted with LED streetlight fixtures that continue to provide the town with electricity savings and also came with a 10-year manufacturer warranty for any defects. The town continues to procure the services of qualified electrical workers to safely service the lighting fixtures throughout town, as required.

427 Stormwater Management

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
STREET WASTE DISPOSAL SERV	23,097.57							-
TESTING / WATER QUALITY SERV	-							-
ENGINEERING SERVICES	5,100.00							-
SYSTEM UPGRADE SERVICES	8,819.90							-
ENCUMBRANCES	461.35							-
CATEGORY TOTAL	37,478.82	-	-	-	-	-		-
DEPARTMENT TOTAL	37,478.82	-	-	-	-	-		-
HIGHWAY DEPARTMENT TOTAL	3,010,427.91	2,643,786.00	2,678,129.00	2,662,820.00	2,673,357.00	2,685,830.00	0.72%	19,034.00

Description of Changes:

With the vote at the October 28, 2019 Annual Town Meeting to establish a stormwater enterprise, all of the expenses previously in the 427 Stormwater budget were transferred to the 650 Stormwater Enterprise budget.

Programs & Services:

See the Stormwater Enterprise for further information.

432 Recycling**Mission Statement:**

The mission of the Westford Recycling Commission is to:

1. Increase awareness of the financial and environmental impacts of recycling.
2. Provide opportunities for non-curbide recycling.
3. Educate residents on options to reduce, reuse, repurpose, and recycle.
4. Implement programs that encourage diversion from the trash.

Description of Changes:

Recycling tonnage decreased by 88.2 tons or 3.5% in FY20 vs FY19. On July 1, 2019, Westford began using Waste Management, Inc. as its curbside recycling vendor. In addition to the flat curbside collection fee, the town is also being charged a “blended value” disposal fee based on the tonnage of different types of recyclables collected. The expense for FY21 is expected to be \$225,000. However, fluctuations in the market can lead to this expense increasing or decreasing, and the town may need to seek a supplement to this budget if the market continues to be unfavorable. In addition to the “blended value” fee, the town also has a fuel surcharge or credit if gasoline rises above \$3.15 per gallon. The blended value fee was \$71.17 in October of 2020, \$66.49 in November, and \$58.46 in December. The Town signed a 5-year contract with Waste Management through June 30, 2024. Changing vendors from Republic Services to Waste Management saved the town approximately \$500,000 over the life of the contract.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
CURBSIDE COLLECTION-RECYCLING	481,977.60	499,572.00	515,048.00	515,048.00	531,027.00	547,525.00	3.10%	15,476.00
DISPOSAL SERVICES	208,012.16	214,240.00	225,000.00	225,000.00	235,000.00	245,000.00	5.02%	10,760.00
FUEL SURCHARGE/CREDIT	-							-
HAZARDOUS WASTE DISPOSAL	-	10,000.00			12,000.00		-100.00%	(10,000.00)
FORMS-PRINTING	-							-
ENCUMBRANCES	16,359.50							-
CATEGORY TOTAL	706,349.26	723,812.00	740,048.00	740,048.00	778,027.00	792,525.00	2.24%	16,236.00
DEPARTMENT TOTAL	706,349.26	723,812.00	740,048.00	740,048.00	778,027.00	792,525.00	2.24%	16,236.00

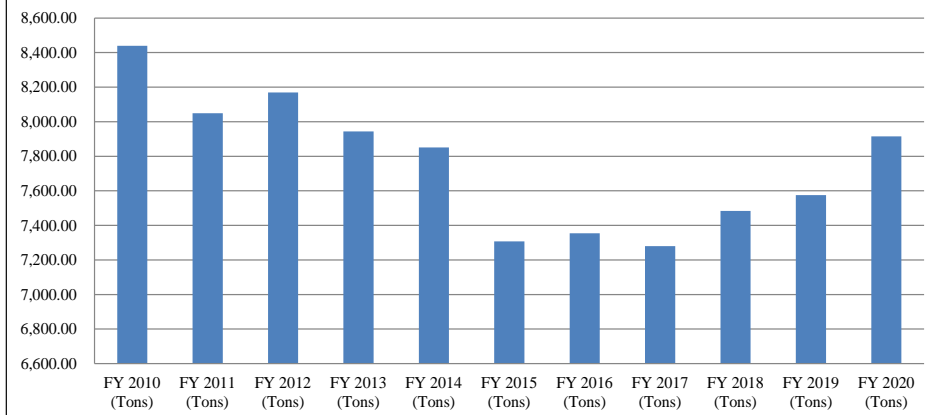
Programs & Services:

Recycling pick up is every other week for Westford residents. Throughout the year, special collection events are held including; Electronics Collection, Brush Chipping, Household Hazardous Waste Collection, and the Litter League Green Team where residents partner with the Highway Department for litter pickup. Please visit the Recycling Commissions' website at <https://www.westfordma.gov/408/Recycling-Commission> for a schedule of events.

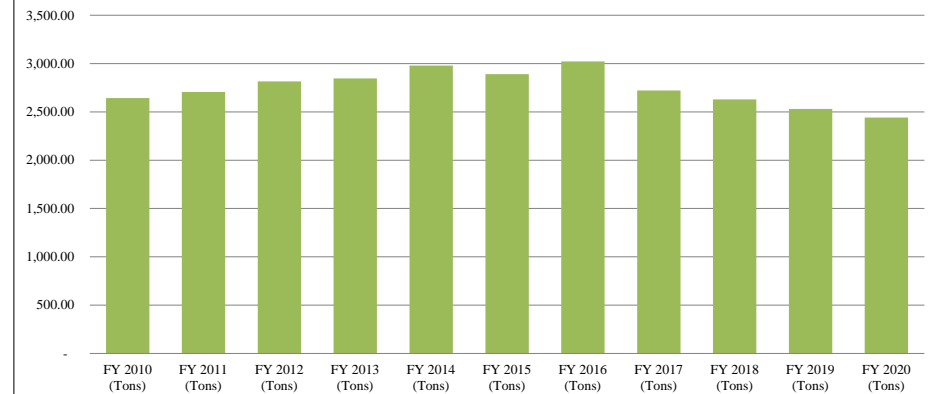
Capturing the Savings:

Westford had an increase of 340 tons of trash in FY20, a 4.5% increase, resulting in an incremental cost of \$24,834 compared to the previous year. The tonnage from March 2020 to June 2020 was 8.4% higher than the same period in 2019. Recycling tonnage decreased by 88.2 tons or 3.5% during FY20. The overall trend for trash tonnage shows a reduction in trash generation by residents whereas the recycling data shows a positive trend with an increase of recycling activity over the last 10 years. However, the most recent years are seeing the trash tonnage increasing while recycling has been decreasing.

Westford Trash Data (Tons) from (2010 - 2020)



Westford Recycling Data (Tons) from FY10 to FY20



433 Solid Waste

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
CURBSIDE COLLECTION-SOLID WASTE	667,500.00	688,000.00	715,520.00	715,520.00	744,141.00	773,907.00	4.00%	27,520.00
NESWC FEES	577,444.00	611,905.00	712,354.00	712,354.00	712,354.00	712,354.00	16.42%	100,449.00
LANDFILL MONITORING	9,574.24	11,500.00	12,265.00	12,265.00	12,265.00	12,265.00	6.65%	765.00
SUPPLIES	1,893.00							-
ENCUMBRANCES								-
CATEGORY TOTAL	1,256,411.24	1,311,405.00	1,440,139.00	1,440,139.00	1,468,760.00	1,498,526.00	9.82%	128,734.00
DEPARTMENT TOTAL	1,256,411.24	1,311,405.00	1,440,139.00	1,440,139.00	1,468,760.00	1,498,526.00	9.82%	128,734.00

Description of Changes:

Since 2013, Westford has been participating in a joint procurement with seven other communities (Bedford, Burlington, Chelmsford, Dracut, North Reading, Tewksbury, and Tyngsboro) to negotiate the town's contract for solid waste disposal services. The cost of solid waste disposal in the Commonwealth continues to increase dramatically as the number of landfills continues to decline. In FY20, the town's cost per ton to dispose of solid waste was \$73.04, which increased to \$74.48 in FY21. Our cost in FY22 is increasing to \$90.00 per ton. The joint procurement group spent months trying to negotiate a lessor amount, but ultimately, we had limited options, with very few disposal locations within reasonable driving distance of Westford or having the capacity to accept our annual tonnage.

Westford had an increase of 340 tons of trash in FY20 compared to the previous year. This is a 4.5% increase in trash during this period which resulted in an additional tipping fee expense of \$41,915.

Programs & Services:

This budget funds the contract with Acme Waste Services for weekly curbside refuse collection and the disposal costs (also known as "tipping fees") charged for each ton delivered to the incinerator company.

Solid Waste Tonnage – FY10 to FY20	
Fiscal Year 2010	8,439 tons
Fiscal Year 2011	8,048 tons
Fiscal Year 2012	8,168 tons
Fiscal Year 2013	7,944 tons
Fiscal Year 2014	7,851 tons
Fiscal Year 2015	7,308 tons
Fiscal Year 2016	7,354 tons
Fiscal Year 2017	7,280 tons
Fiscal Year 2018	7,483 tons
Fiscal Year 2019	7,575 tons
Fiscal Year 2020	7,915 tons

442 Wastewater Treatment Management

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
CENTER SEWER SYSTEM MAINTENANCE	1,488.40	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
ABBOT REPAIRS & SERVICES	2,316.42	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
ABBOT BUILDING MAINTENANCE SVCS - SEPT	1,576.59	3,417.00	399.00	399.00	418.00	439.00	-88.32%	(3,018.00)
ABBOT SLUDGE PUMPING & REMOVAL	5,153.51	4,486.00	6,031.00	6,031.00	6,332.00	6,649.00	34.44%	1,545.00
ABBOT MONITORING / TESTING SERVICES	4,277.30	3,989.00	4,741.00	4,741.00	4,978.00	5,227.00	18.85%	752.00
ABBOT CONTRACTED SERVICES	25,386.30	27,763.00	25,843.00	25,843.00	27,134.00	28,491.00	-6.92%	(1,920.00)
ABBOT SEPTIC SUPPLIES	525.97	623.00	503.00	503.00	528.00	554.00	-19.26%	(120.00)
BLANCHARD REPAIRS & SERVICES	4,079.02	12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.00%	-
BLANCHARD BUILDING MAINTENANCE SVCS	1,547.59	3,417.00	399.00	399.00	418.00	439.00	-88.32%	(3,018.00)
BLANCHARD SLUDGE PUMPING & REMOVAL	5,153.51	4,486.00	6,031.00	6,031.00	6,332.00	6,649.00	34.44%	1,545.00
BLANCHARD MONITORING / TESTING SERVICE	5,642.60	5,563.00	6,677.00	6,677.00	7,011.00	7,361.00	20.03%	1,114.00
BLANCHARD CONTRACTED SERVICES	25,386.30	27,763.00	25,842.00	25,842.00	27,134.00	28,491.00	-6.92%	(1,921.00)
BLANCHARD SEPTIC SUPPLIES	525.97	623.00	503.00	503.00	528.00	554.00	-19.26%	(120.00)
STONY BROOK REPAIRS & SERVICES	2,259.90	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
STONY BROOK BUILDING MAINTENANCE SVC	1,547.59	3,417.00	399.00	399.00	418.00	439.00	-88.32%	(3,018.00)
STONY BROOK SLUDGE PUMPING & REMOVAL	5,153.51	4,486.00	6,031.00	6,031.00	6,332.00	6,649.00	34.44%	1,545.00
STONY BROOK MONITORING / TESTING SERVICE	12,827.05	14,426.00	13,408.00	13,408.00	14,078.00	14,782.00	-7.06%	(1,018.00)
STONY BROOK CONTRACTED SERVICES	25,386.30	27,763.00	25,842.00	25,842.00	27,134.00	28,491.00	-6.92%	(1,921.00)
STONY BROOK SEPTIC SUPPLIES	525.97	623.00	503.00	503.00	528.00	554.00	-19.26%	(120.00)
WA REPAIRS & SERVICES	15,197.74	12,500.00	12,500.00	12,500.00	12,500.00	12,500.00	0.00%	-
WA BUILDING MAINTENANCE SVCS - SEPTIC	1,547.58	3,417.00	399.00	399.00	418.00	439.00	-88.32%	(3,018.00)
WA SLUDGE PUMPING & REMOVAL	5,153.51	4,486.00	6,031.00	6,031.00	6,332.00	6,649.00	34.44%	1,545.00
WA MONITORING / TESTING SERVICES	24,807.70	25,014.00	24,490.00	24,490.00	25,715.00	27,000.00	-2.09%	(524.00)
WA CONTRACTED SERVICES	25,362.18	27,763.00	25,842.00	25,842.00	27,134.00	28,491.00	-6.92%	(1,921.00)
WA SEPTIC SUPPLIES	525.95	623.00	503.00	503.00	528.00	554.00	-19.26%	(120.00)
ENCUMBRANCES								-
CATEGORY TOTAL	203,354.46	238,648.00	224,917.00	224,917.00	233,930.00	243,402.00	-5.75%	(13,731.00)
DEPARTMENT TOTAL	203,354.46	238,648.00	224,917.00	224,917.00	233,930.00	243,402.00	-5.75%	(13,731.00)

Description of Changes: In FY14, the Water Enterprise assumed management responsibility of the school wastewater treatment plants. Overall, the FY22 budget is decreasing by 5.75% to fund maintenance and operations contracts.

491 Cemetery

Mission Statement:

The mission of the Cemetery Department is to operate, maintain and preserve Westford's six cemeteries; Fairview, Hillside, Pine Grove, Westlawn, Wright and Pioneer burial ground. Our goal is to ensure services are appropriate, cost-effective, and of the highest quality while providing a clean, safe, and serene environment for all.

Goals:

- Advance design and construction of new grave space, including Green Burials, at Pine Grove.
- Work with DPW and Technology Services to improve Cemetery technology infrastructure.
- Begin addressing needed tree work at Cemetery properties.
- Continue updating historic cemetery records to a user-friendly electronic database.
- Prepare cemetery grounds for holiday visits.

Description of Changes:

Administrative management and oversight of the Cemetery Department is accomplished by the Director of Parks, Recreation and Cemetery.

Personal Services: The salary of the Director is now captured in the Recreation Enterprise Budget and partially offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget. For FY22 the increase in personal services is the result of union contracts. There is also an increase in overtime requested. Projecting overtime expense is difficult due to the unknown volume of Saturday & evening burials for the coming year. The department uses past expenses as a baseline for projecting this budget line. The Cemetery Department charges an additional fee per Saturday and evening burial performed. This fee is deposited to the general fund revenue as it is received throughout the fiscal year.

Expenses: Most expense lines remain unchanged from the FY21 budget with the exception of a \$3,000 decrease to Grounds Maintenance. There is a slight increase in gasoline and electricity that reflect historical expense patterns, as well as slight decreases in propane, office supplies, and cleaning custodial supply lines to reflect actual past expenditures. Funds received from grave sale of lots are split between a Perpetual Care Trust Fund and Sale of Lots Account, 60% / 40% respectively.

Perpetual Care Trust Fund: The principle deposited in this trust fund is not available for expenditure. This principle is invested, and the interest yielded on an annual basis is available for expenditure in accordance with MGL.

Sale of Lots: The funds deposited in this account are available for expenditure by Town Meeting vote.

Cemetery Fees: In addition to Sale of Lots, the Cemetery Department generates revenue via fees associated with services, including monument permits and grave opening fees. This revenue is deposited into the General Fund on an ongoing basis throughout the Fiscal Year.

Programs & Services:

The Cemetery Department handles all aspects of day-to-day operations, including showing and selling burial lots; maintaining accurate records; working with funeral directors, families, relatives, Veterans Agent and contractors in the coordination of interments; assisting the general public and visitors with genealogical research; maintenance and upkeep of formal landscapes, walls, roadways, buildings and associated infrastructure; and preparing properties for major holidays, including Memorial Day and Veterans Day.

A new section of Pine Grove is currently being designed and engineered to create additional grave inventory, including a green burial area.

The Cemetery Supervisor and Heavy Equipment Operator are shared with the Highway Department during winter months (November 15-April 15) to assist with snow, ice, and storm related events. Their salaries are reflected in both the cemetery and highway budgets.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
SENIOR ASSISTANT	15,712.84	16,502.00	17,488.00	17,488.00	18,167.00	18,876.00	5.98%	986.00
CEMETERY SUPERVISOR	38,620.16	40,178.00	40,178.00	40,178.00	40,178.00	40,445.00	0.00%	-
EQUIPMENT OPERATORS / LABORERS	31,190.40	34,175.00	34,175.00	34,175.00	35,226.00	36,772.00	0.00%	-
SEASONAL STAFF	-	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
SEASONAL OVERTIME	7,075.05	4,300.00	5,500.00	5,500.00	6,000.00	6,000.00	27.91%	1,200.00
LONGEVITY	1,050.00	1,350.00	1,350.00	1,350.00	1,638.00	1,888.00	0.00%	-
CATEGORY TOTAL	93,648.45	101,505.00	103,691.00	103,691.00	106,209.00	108,981.00	2.15%	2,186.00
EXPENSES								
ELECTRICITY	677.28	535.00	593.00	593.00	625.00	650.00	10.84%	58.00
PROPANE GAS	1,900.61	2,500.00	2,400.00	2,400.00	2,500.00	2,300.00	-4.00%	(100.00)
WATER	7,173.43	6,813.00	7,000.00	7,000.00	7,000.00	7,000.00	2.74%	187.00
GROUND MAINTENANCE	8,042.78	15,000.00	15,000.00	12,000.00	15,000.00	15,000.00	-20.00%	(3,000.00)
VEHICLE MAINTENANCE	1,237.77	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
EQUIPMENT MAINTENANCE	2,504.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
OTHER CONTRACTUAL SERVICES	-	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GASOLINE	4,406.36	4,500.00	5,000.00	5,000.00	5,500.00	6,000.00	11.11%	500.00
OFFICE SUPPLIES	19.42	200.00	150.00	150.00	150.00	150.00	-25.00%	(50.00)
CLEANING/CUSTODIAL SUPPLIES	87.26	250.00	200.00	200.00	200.00	200.00	-20.00%	(50.00)
MEETINGS & CONFERENCES	100.00	285.00	-	-	330.00	330.00	-100.00%	(285.00)
DUES & MEMBERSHIPS	-	100.00	100.00	100.00	125.00	125.00	0.00%	-
ENCUMBRANCES	375.00							-
CATEGORY TOTAL	26,523.91	38,183.00	38,443.00	35,443.00	39,430.00	39,755.00	-7.18%	(2,740.00)
DEPARTMENT TOTAL	120,172.36	139,688.00	142,134.00	139,134.00	145,639.00	148,736.00	-0.40%	(554.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Senior Assistant	0.4	CWA	17,488.00		17,488.00
Cemetery Supervisor	0.6	WPWA	40,178.00	1,050.00	41,228.00
Heavy Equipment Operator	0.6	WPWA	34,175.00	300.00	34,475.00
Seasonal Staff			5,000.00		5,000.00
Overtime			5,500.00		5,500.00
Total Personal Services	1.6		102,341.00	1,350.00	103,691.00

Metrics:

DESCRIPTION	TYPE	FY17	FY18	FY19	FY20
SALE OF LOTS	SINGLE GRAVE	11	12	21	23
	2 GRAVE LOT	12	22	12	14
	3 GRAVE LOT	0	0	2	2
	4 GRAVE LOT	1	1	1	0
	CREMATION LOTS (urn garden)	3	2	1	0
	NICHES - COLUMBARIUM	7	6	0	1
	GREEN BURIAL LOT	-	-	-	1
	TOTAL SALE OF LOTS	34	43	37	41
BURIALS	FULL BURIAL	26	26	39	26
	CREMATION BURIAL	17	23	10	31
	TOTAL BURIALS	43	49	49	57
MONUMENTS		25	30	30	28

Health & Human Services

510 Board of Health

Mission Statement:

The mission of the Westford Health Department/ Board of Health is to achieve the highest level of wellness for all Westford residents and employees by reducing the incidence of illness and death. This is accomplished by assessing community needs, adopting and enforcing health regulations, and implementing improved community strategies to provide affordable quality health care and preventative health programs and services.

The Westford Health Department was thrust to the forefront of COVID-19 response. This ongoing fight with the virus called on all employees to constantly interpret and enforce all Guidance Documents in every industry sector from food to education. The Department managed all human cases of COVID-19 in Westford all the while promoting all Public Health Messages on safety and prevention. The Westford Health Department implemented the skillsets of all school nurses, and four Academic Public Health Volunteers to help with social media messaging, information gathering and contact tracing. Contact tracing and case management has been a seven day a week job at many times.

Department Goals for 2021-2022

- Continue to develop leadership skills in the Department.
- Expand COVID-19 enforcement capacity through expansion of work force.
- Reevaluate Department Services and expand positions where appropriate.
- Develop and implement online trainings for residents.
- Develop methods to make the Department “Greener.”
- Continue to update and the town-wide database for high risk individuals in coordination with Emergency Management, Upper Merrimack Valley Medical Reserve Corps (UMVMRC) and Senior Center.
- Develop the local Food Code and educate the public and permit holders.
- Development of mental health outreach program.
- Expand the use of social media as a tool.
- Develop new educational programs.
- Explore emerging contaminants and proper regulation of them.
- Distribute 72-hour emergency kits to vulnerable residents through a received grant initiative.
- Continue to develop a medical needs/ vulnerable population shelter plan for Westford.
- Work with MDPH on the transition Health and Medical Care Coalition transition.
- Complete regulations for earth filling.

- Evaluate and improve vaccination programs with drive thru options.
- Continue to meet additional FDA standards. (Standard 5)
- Continue to co-chair the Healthy Lakes and Ponds Collaborative and oversee contract work.
- Continue to work with Healthy Westford Community group establishing walking routes in town.
- Continue trainings for the Stop the Bleed and until Help Arrives.
- Strengthen UVMRC through networking.
- Secure grants and revenue to supplement existing budget.
- Implement PHEP deliverables tabletop exercises for Emerging Infectious Disease.
- Study current trends in permitting and programing for department needs.
- Continue to provide town education of polystyrenes and plastics and straws.
- Enforce the plastic bag reduction by-law and educate the public.
- Ensure that the Westford Health Department remains a model health department in the state providing high quality prevention education, services, programs and progressive policy development.
- Mentor at least two interns and develop town projects for them to complete.
- Review and explore a fee increase to meet costs.
- Review and update Title V and animal regulations.

Description of Changes:

The Board of Health requested an increase in Personal Services to increase the Public Health Nurse from 30 hours to 37.5 hours. This is 390 hours a year. The addition of COVID-19 responsibility has significantly increased the workload of the Nursing position. There has been DPH grant money and CARES Act funds, but it is not sustainable. COVID-19 is going to be with us for the significant foreseeable future, and 390 hours a year will easily be consumed in COVID work. The Public Health Nurse is an essential position within the office. With increasing requirements on deliverables to the State, which include Emerging Infectious disease, vape and e-cigarette related lung disease being deemed as a “reportable disease” to the Department of Public Health and an increasing need to include mental health as contributor to substance abuse, 30 hours a week is no longer sufficient. The position is currently benefitted at 80% with Health Insurance already. An additional 20% is insignificant in benefits. Additionally, many hours each year are put in to process all flu insurance forms to ensure the Town is properly reimbursed for each vaccination. This processing of paperwork takes away time that could be used create mental health programing, Senior health programing, community health education, and Opioid safety. The only cost increase will be in salary. The Full Board of Health has voted in favor of asking for this increase in hours to increase Nursing services to the community.

Due to budget constraints, the increase in requested hours was not recommended. However, the Federal Government has allowed local communities to carry over any unspent CARES Act funding until December 20, 2021. This will help fund additional hours for the nurse position during the pandemic.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
HEALTH DIRECTOR	98,395.65	100,364.00	102,377.00	102,377.00	102,377.00	102,377.00	2.01%	2,013.00
HEALTH AGENT	53,952.08	71,943.00	75,216.00	75,216.00	77,098.00	79,023.00	4.55%	3,273.00
DIRECTOR - ENVIRON SERVICES	78,449.05	87,720.00	89,475.00	89,475.00	89,475.00	89,475.00	2.00%	1,755.00
FOOD INSPECTOR	34,829.64	35,399.00	36,106.00	36,106.00	36,106.00	36,106.00	2.00%	707.00
NURSE	65,788.20	66,853.00	83,566.00	68,184.00	83,566.00	83,566.00	1.99%	1,331.00
SUBSTANCE ABUSE COORDINATOR	8,138.98	-						-
ADMINISTRATIVE ASSISTANT	53,900.22	54,771.00	55,868.00	55,868.00	55,868.00	55,868.00	2.00%	1,097.00
OTHER SUPPORT STAFF	78.04							-
LONGEVITY	3,338.00	4,354.00	4,234.00	4,234.00	4,367.00	5,067.00	-2.76%	(120.00)
CATEGORY TOTAL	396,869.86	421,404.00	446,842.00	431,460.00	448,857.00	451,482.00	2.39%	10,056.00
EXPENSES								
UNIFORM ALLOWANCE	315.06	-	450.00	450.00	450.00	450.00		450.00
VEHICLE MAINTENANCE	527.45	400.00	400.00	400.00	400.00	400.00	0.00%	-
CONTRACTED CLERICAL SERVICES	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BIOHAZARD WASTE DISPOSAL	876.50	900.00	900.00	900.00	900.00	900.00	0.00%	-
LABORATORY SERVICES	50.00	200.00	200.00	200.00	200.00	200.00	0.00%	-
DENTAL SERVICES	2,205.00	3,400.00	3,400.00	3,400.00	3,400.00	3,400.00	0.00%	-
CONTRACTED SERVICES	-	-						-
CONSULTING SERVICES	-	3,000.00	2,800.00	2,800.00	2,800.00	2,800.00	-6.67%	(200.00)
ADVERTISING - LEGAL	409.43	500.00	500.00	500.00	500.00	500.00	0.00%	-
PRINTING SERVICES	2,931.47	3,500.00	3,000.00	3,000.00	3,000.00	3,000.00	-14.29%	(500.00)
GASOLINE	648.71	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
OFFICE SUPPLIES	2,749.66	3,300.00	3,100.00	3,000.00	3,100.00	3,100.00	-9.09%	(300.00)
HEALTH / MEDICAL SUPPLIES	713.23	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	0.00%	-
BOOKS & SUBSCRIPTIONS	89.00	150.00	150.00	150.00	150.00	150.00	0.00%	-
TRAVEL - MILEAGE	1,073.82	1,800.00	1,500.00	1,500.00	1,500.00	1,500.00	-16.67%	(300.00)
MEETINGS & CONFERENCES	2,362.02	4,000.00	4,000.00	2,000.00	4,000.00	4,000.00	-50.00%	(2,000.00)
DUES & MEMBERSHIPS	1,397.55	1,230.00	1,400.00	1,400.00	1,400.00	1,400.00	13.82%	170.00
ENCUMBRANCES	150.00							-
CATEGORY TOTAL	18,298.90	27,180.00	26,600.00	24,500.00	26,600.00	26,600.00	-9.86%	(2,680.00)
DEPARTMENT TOTAL	415,168.76	448,584.00	473,442.00	455,960.00	475,457.00	478,082.00	1.64%	7,376.00

Programs & Services:

The Westford Health Department provides a wide range of both clinical and environmental services to monitor and improve the health of the residents of Westford. These diverse public health initiatives and efforts conducted by our staff promote positive health practices, protect the health of the community, and encourage healthy behaviors.

Health Services focuses on early detection of disease, emerging disease, elimination or control of risk factors for adverse health conditions, and the application of available preventative measures. We address a comprehensive range of health conditions and concerns. Programs and services include: communicable disease surveillance and communicable disease control; immunization programs including yearly community and school-based flu clinics; health fairs; educational health programs for community and schools; lead program; health screenings; mental programs and referrals; substance abuse prevention services; school-based dental program for grades k-6; senior dental program; tobacco control including enforcement of state and local smoking control requirements, issuance of permits for tobacco retailers and compliance monitoring; town employee wellness program; sharps program and unwanted medication drop off; emergency preparedness.

Environmental Services focuses on the assessment, management, control, and prevention of environmental factors that may adversely affect the health, safety or well-being of residents. Programs and services include: Title V inspections and permitting; swimming pool inspections; beach testing; licensing and inspection of all food establishments; inspection and licensing of all recreational camps; hazardous materials and storage by-laws; animal, rodent and vector control; mercury program; investigation of environmental violations; site plan reviews; groundwater protection and surveillance; housing inspections and enforcement actions; abatement of general health nuisances; educational programs on environmental and food safety issues and emerging contaminants.

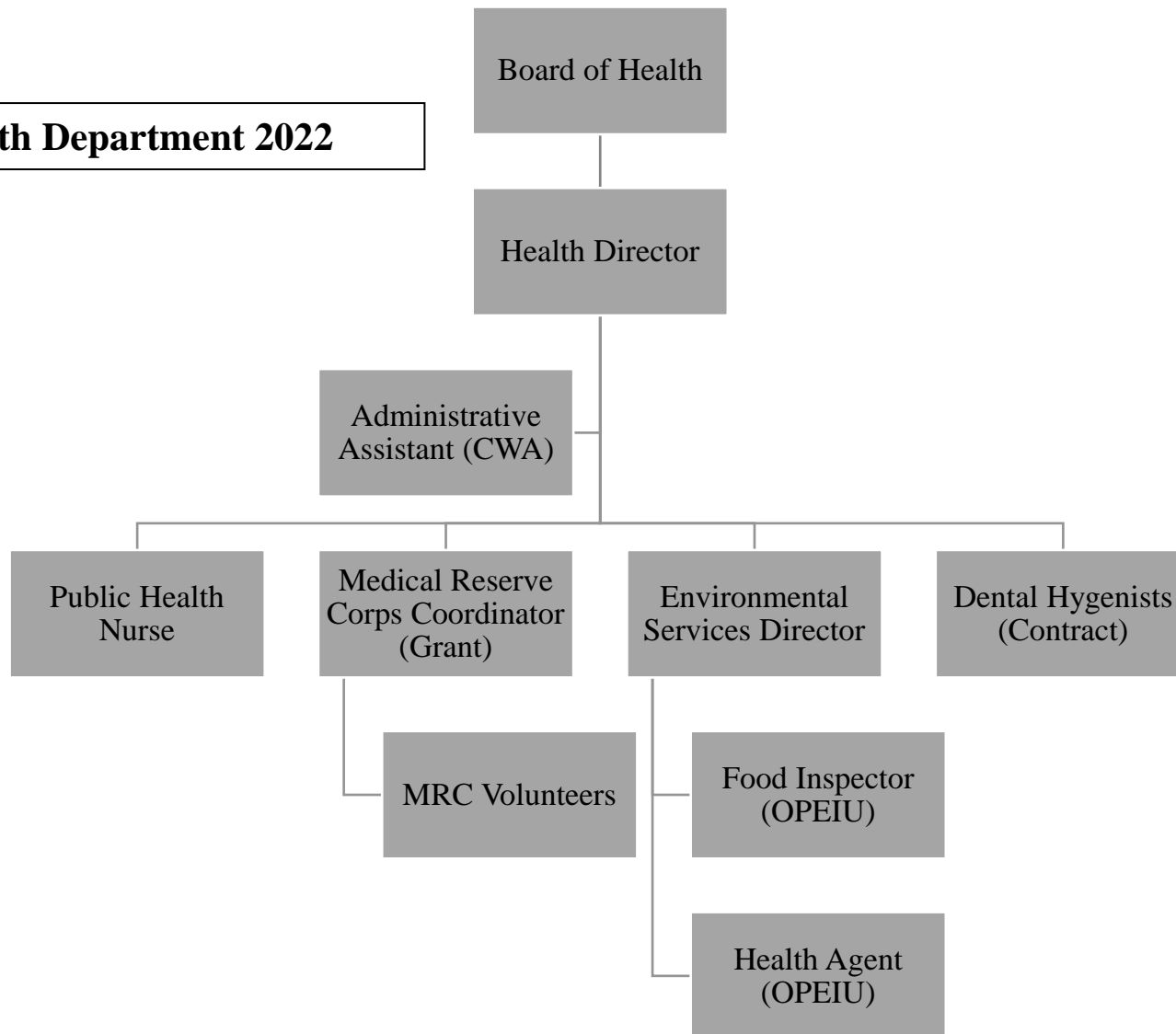
Significant Departmental Accomplishments:

- The department staff provided over 2,000 in-field inspections for nuisance, food, housing, septic, HAZMAT, beaches, animals, etc.
- Mentored four interns within the Environmental and Nursing Program.
- Updated electronic inspectional equipment for food inspections.
- Adopted 2017 FDA Food Code, replacing the 2013 Food Code.
- Completed Standard #1 in the FDA retail program standards for using the 2017 food code.
- Implemented Social Media such as Facebook as a tool to disseminate critical information. To date, over 1,000 people are following the page.
- Rewrote and updated the current well water regulations, that reduce financial burdens on residents.
- Updated the Westford floor drain regulations to better protect groundwater.
- Developed and sponsored the Fall 2019 Westford Health Fair with over 40 vendors in conjunction with the Westford Education Foundation.
- Developed and implemented a local food regulation to supplement food policies and procedures.

- Produced an educational program focused on the 2017 Food Code and the implementation of a straw and drink stirrer restriction through the Westford Food Code Regulation.
- Healthy Lakes and Ponds Collaborative received \$90,000 in CPC funds to monitor and protect our Westford bodies of water.
- Continued to strengthen MRC response capabilities in community and region with trainings, and drills.
- Continue to monitor inventory management system for emergency equipment including Emergency Management supplies.
- Ongoing work to the town's special medical/ functional needs shelter plan for inclusion in Westford's shelter plan.
- Provided a robust selection of town employee wellness programs including CSA programs for fresh food. Sought grants and outside resources to assist with town revenue stream and to enhance services.
- Received a \$2,800 dollar grant to for the MRC to assist the Senior Center in meal delivery and mask making efforts.
- Secured \$7,500 in NAACHO grant funding for building of "Preparing Volunteers in EDS sites.
- Received \$46,010 in PHEP and MRC grant funding.
- Used volunteer Medical Reserve Corp members to staff seven community/ school-based flu clinics and seven public health events/clinics. In FY2020, the UMV MRC also participated in: 26 activities specific to WESTFORD (host agent) 345 volunteers, 1,286 hours donated during FY-20. **\$38,604.61** economic value to Westford.
- Provided CPR training for 19, utilizing MRC trainers. Participants are trained to use AED and to perform CPR.
- Provided 1,361 flu doses. Sought reimbursement for administration and vaccine, securing approximately \$40,000 in revenues to the revolving fund. (This number varies year to year.)
- Sought and received ~ \$5,000 in private donations to sustain the senior dental program, which provides free dental care to the uninsured and underinsured elderly in town.
- Submitted and received \$20,200 in grants from FDA to assist with our Food Inspectional Program, staff training, and ensure department meets standards for the FDA Risk Based Food Protection. Used funding to upgrade equipment, develop policies and procedures, implement additional standards.
- Provided ServSafe certification program for food handlers and organizations.
- Provided sharps pick-up for medical waste and worked collaboratively with Police Department to include medication drop off at the Police Department and drop off days in conjunction with DEA.
- Provided two trainings for real estate agents and residents on Title 5 in the Fall of 2019.
- Updated the WCNV booklet for Westford Coalition for Non-Violence committee and continued monthly taskforce committee meetings and activities.
- Created and implemented an electronic filing system. This will reduce storage needs and help the department be "greener" moving forward.

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Health Director	1.0	EXEM	102,377.00	600.00	102,977.00
Director Environmental Svcs	1.0	EXEM	89,475.00	1,100.00	90,575.00
Health Agent	1.0	OPEIU	75,216.00	-	75,216.00
Nurse	0.8	NON	68,184.00	480.00	68,664.00
Food Inspector	0.5	OPEIU	36,106.00	454.00	36,560.00
Administrative Assistant	1.0	CWA	55,868.00	1,600.00	57,468.00
Total Personal Services	5.3		427,226.00	4,234.00	431,460.00

Health Department 2022

Metrics

Communicable Disease					
	FY19	FY20		FY19	FY20
Babesiosis	5	0	Seasonal Flu immunizations	1,327	1,361
Campylobacter	1	0	School Flu Immunizations	39	47
Cryptosporidiosis	3	0	Pneumonia	0	1
Influenza (FLU)	257	326	Clinics		
Giardia	3	1	Cholesterol Screening	16	5
Group A or B Strep	0	1	Tuberculosis Testing	0	N/A
Hepatitis A	0	0	Immunizations	72	70
Hepatitis B	7	0	Pap Smear Clinic	0	N/A
Hepatitis C	5 Confirmed	1	Home Visits	10	6
HGA	12	11	School Dental Program	348	225
Legionellosis	2	1	Hypertension Screening	97	65
			MRC Hypertension Scr.	676	350
Lyme Disease	36	44	Animal Bite Consultation	13	36
Pertussis	0	0	Hearing	26	13
Salmonella	5	5	Educational Programming		

Shiga Toxin Producing Organism	0	3	Number of Programs	20	9
Strep Pneumonia	0	1	Participants	51	27
Active TB	0	0	CPR/First Aid trained Stop the Bleed/UHA	593 total	300
TB- Latent	2	4	Employee Health Programs		
Toxoplasmosis	0	0	Number of Programs	15	8
Varicella	5	1	Participants	280	146
Yersiniosis	0	0	Arranged discounted health club membership for employees	6	6
COVID Confirmed	0	152	COVID Probable	0	15

Applications Reviewed/Permits Approved

Septic Related	FY19	FY20	Food Service Related	FY19	FY20
Septic Haulers/Installers	112	85	Permitted Food Establishments	188	178
Soil Evaluations & Percolation Testing	81	77	Food Establishment Complaints	10	27
System Construction	164	143	Catering Licenses	9	2
Portable Chemical Toilets	8	1	Other (Frozen Dessert, Milk & Cream)	110	105

Title 5 Inspections Reviewed	244	201	Food Establishment Plans Reviewed	8	6
System Construction Inspections	622	649	Mobile	18	8
			Seasonal Establishments	25	22
Water/Well Systems Related			Temporary Events	58	46
Wells/Water Systems	30	13	Farmer's Market	15	12
			Residential	5	5
Camp/Camping Related			Miscellaneous		
Day/Overnight & Rec Camps	7	4	Temporary Housing	8	0
Inspections Conducted	7	5	Housing Inspections	49	68
			Beaver Inspections/Complaints	2	6
Recreational Water Related			Building Permits	229	168
Swimming Pool Inspections	24	19	Stabling & Piggery Permits/Inspection	21	12
Swimming Pools	20	20	Hazardous Materials Registration	35	28
Bathing Beaches	14	12	Demo Permit Inspections	24	9
Bathing Beach Inspections/Testing	210	180	Funeral Directors License	2	3

Body Art	FY19	FY20			
Body Art Practitioner	1	1			
Body Art Establishment	2	1			
Body Art Plan Review	1	1			

Permit and Services Receipts

	FY19 Revenue	FY20 Revenue		FY19 Revenue	FY20 Revenue
Septic	26,030	23,150	Well Child	0	0
Portable toilets	90	15	Mantoux Testing	0	0
Installers	8,050	7,950	Cholesterol	60	100
Haulers	3,700	3,000	Immunization	0	0
Temporary food permits	2,105	1,290	Dental	770	820
Soil evaluation & percolation tests	22,910	23,525	Fines	700	200
Pump and water systems	1,200	1,375	Funeral Directors	75	225
Stabling/piggery	1,440	585	Camping/hotel/motel	750	750
Food	37,040	36,075	Pool	2,775	2,650
Frozen dessert	410	260	Beach	1,710	1,520

Mobile food-catering	900	900	Well	1,575	1,375
Tobacco	3,300	2,850	Pap Test	0	0
Farmers Market	210	395	Residential Kitchen	390	390
Title V review	7,760	6,625	ServSafe revenue	1,950	3,825
Pre- Demolition Walk through	605	495	Hazmat permit	3,600	3,375
Housing Inspections	500	85	Recreational camp permit	1,700	900
Beaver Dam Modification	75	75	Body Art Establishment	500	500
Food Establishment Plan Rev,	940	815			
Body Art Plan Review	300	500		FY 19	FY20
Body Art Practitioner	500	300	Total Receivables	133,620	126,895

541 Council on Aging

Mission Statement:

The mission of the Council on Aging is to promote physical, emotional, and economic well-being of older adults and to promote their participation in all aspects of community life. Our vision is to improve the quality of life for those aged 60 or older and to provide services, advocacy and information.

Vision Statement: The Cameron Senior Center is a community focal point where older adults come together for services and activities that reflect their experience and skills, respond to their diverse needs and interests, enhance their dignity, support their independence and encourage their involvement in and with the center and community.

Goals:

- Strengthen communication to our non-English speaking residents as well as look at more program inclusivity opportunities in our center offerings.
- Transition our bi-monthly newsletter to a new Westford publication business and secure advertisers so there will not be an expense to COA.
- Continue to work on advocating for additional low-income housing communities and support services.
- Continue to work on increasing revenue streams through fundraising and grant funding efforts.

Budget Narrative:

Before the COVID-19 pandemic closed our center doors to the public we were serving 200 plus center participants a day. Although, we continued to offer programs and services during this pandemic, it was a challenge sharing information to our non-English speaking residents. Also, with energetic focus of the Town's inclusion and diversity developing vision our COA also wants to align our program and service delivery to ensure our most successful outreach to all older adults in town. With our focal point on communication and inclusivity we are excited about moving our newsletter publication to a local vendor in town who can provide increased opportunities to share more information in a more attractive and reader friendly format.

Our COA Board will continue to advocate for the development of *new* and additional age 55+ low income housing to ensure our increasing older adult population can remain a viable part of this community. With our continued growth and focus on inclusion for all older adults we will look for additional funding sources to ensure diversity and affordability for programs and social services.

Programs & Services:

The Council on Aging provides social services for residents of the Town of Westford facing financial and/or an emergency hardship. Some of the services we offer include fuel assistance, SNAP, SHINE, housing, tax preparations, transportation, food pantry, Cameron Clothes Closet, Medical Equipment, Holiday Baskets, Tax Relief for the Elderly and Disabled a/k/a T.R.E.A.D., Senior Work-Off Abatement Program, companion/ respite care-CTI, legal services in addition to acting as a community emergency shelter. Also, we are excited to offer over ten different exercise classes for all levels of fitness from aerobic, Tai Chi, Zumba, Chair aerobics, etc. and a state-of-the-art fitness center which cost only \$50 a year to join. Most of our exercise classes are currently free to Westford residents with support from the Friends of the Cameron Senior Center, Executive Office of Elder Affairs and Greater Lowell Community Foundation. Other offerings include a Pickle Ball Court, Billiard Room, UPBEATS Band, Ping Pong, Open art/studio, Cameron Music Makers, Quilting, Watercolor, Cribbage, Scrabble, Bingo, Day/Intl. trips and other enrichment opportunities.

All adults 55 and over are welcome to join us here at the Cameron as well as our volunteer friends.

Description of Changes:

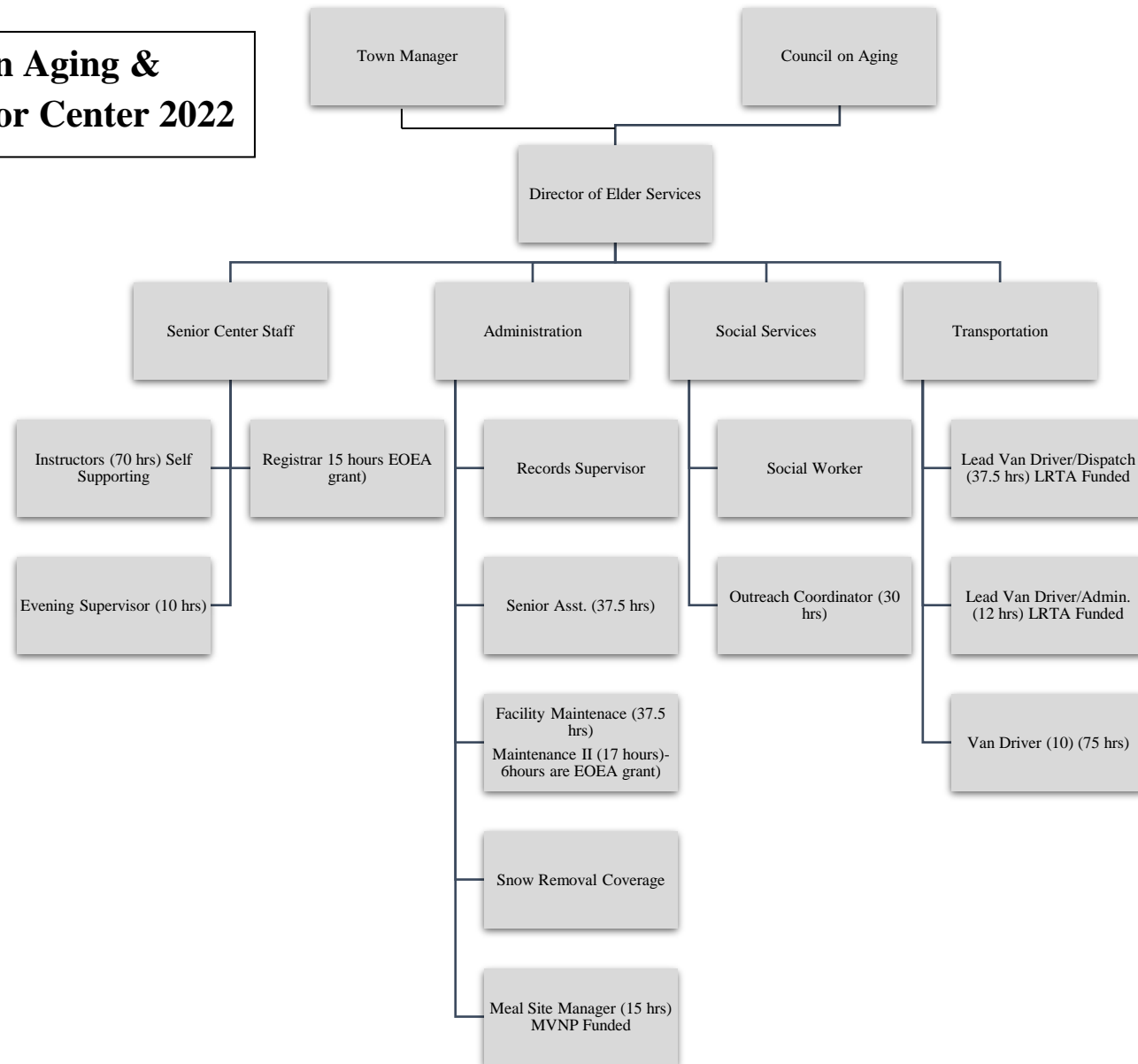
The increased funding will help support some our new Town initiatives Making Westford Dementia Friendly, Taxi Initiative/ Ride hailing seed money, affordable housing fair and program support.

Cameron utility bills are based on the average usage of last year.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	91,733.14	93,568.00	95,440.00	95,440.00	95,440.00	95,440.00	2.00%	1,872.00
SOCIAL WORKER	83,309.18	84,976.00	86,675.00	86,675.00	86,675.00	86,675.00	2.00%	1,699.00
RECORDS SUPERVISOR	28,514.34	28,904.00	29,484.00	29,484.00	29,484.00	29,484.00	2.01%	580.00
SENIOR ASSISTANT	65,449.00	68,840.00	72,961.00	72,961.00	75,750.00	76,658.00	5.99%	4,121.00
OUTREACH COORDINATOR	36,238.79	36,835.00	37,571.00	37,571.00	37,571.00	37,571.00	2.00%	736.00
EVENT SUPPORT WORKER	12,004.01	11,185.00	11,409.00	11,409.00	11,409.00	11,409.00	2.00%	224.00
MAINTENANCE WORKER I	46,780.74	51,639.00	52,677.00	52,677.00	52,677.00	52,677.00	2.01%	1,038.00
VAN DRIVERS	22,320.61	28,050.00	31,050.00	31,050.00	31,050.00	31,050.00	10.70%	3,000.00
EVENING SUPERVISOR	7,458.30	9,261.00	15,080.00	9,446.00	15,080.00	15,080.00	2.00%	185.00
LONGEVITY	3,168.00	3,330.00	3,780.00	3,780.00	4,030.00	4,317.00	13.51%	450.00
SNOW REMOVAL COVERAGE	200.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
SENIOR REBATE PROGRAM	27,250.50	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CATEGORY TOTAL	424,426.61	447,588.00	467,127.00	461,493.00	470,166.00	471,361.00	3.11%	13,905.00
EXPENSES								
UNIFORM ALLOWANCES	222.92	250.00	250.00	250.00	250.00	250.00	0.00%	-
ELECTRICITY	21,788.59	26,500.00	24,000.00	22,500.00	28,500.00	29,500.00	-15.09%	(4,000.00)
NATURAL GAS	12,155.39	13,500.00	14,000.00	11,500.00	15,000.00	16,000.00	-14.81%	(2,000.00)
WATER	1,957.83	2,300.00	3,300.00	2,000.00	4,300.00	5,300.00	-13.04%	(300.00)
SEWER/SEPTIC	1,669.00	3,200.00	3,500.00	3,500.00	4,000.00	4,500.00	9.38%	300.00
BUILDING MAINTENANCE	4,308.30	6,000.00	7,000.00	6,000.00	9,000.00	9,000.00	0.00%	-
VEHICLE MAINTENANCE	2,009.29	3,000.00	4,000.00	3,000.00	4,500.00	5,000.00	0.00%	-
EQUIPMENT MAINTENANCE	684.00	2,000.00	2,000.00	2,000.00	2,500.00	2,500.00	0.00%	-
BLDG MAINT SVCS - HVAC	17,430.60	7,000.00	8,000.00	8,000.00	8,500.00	9,000.00	14.29%	1,000.00
BLDG MAINT SVCS - GENERATOR	289.45	500.00	650.00	650.00	750.00	850.00	30.00%	150.00
BLDG MAINT SVCS - ELEVATOR	1,235.00	1,500.00	1,600.00	1,600.00	1,700.00	1,800.00	6.67%	100.00
BLD MAINT SVCS - FIRE/ALARM	1,734.50	1,800.00	1,900.00	1,900.00	1,900.00	2,000.00	5.56%	100.00
HEALTH / NUTRITION SERVICES	267.17	500.00	-	-	500.00	500.00	-100.00%	(500.00)
POSTAGE	6,999.00	7,000.00	7,500.00	7,500.00	8,000.00	8,500.00	7.14%	500.00
GASOLINE	10,397.14	10,500.00	10,500.00	10,500.00	12,000.00	12,500.00	0.00%	-
OFFICE SUPPLIES	2,476.95	2,300.00	2,600.00	2,600.00	2,750.00	2,900.00	13.04%	300.00
OFFICE EQUIPMENT	281.46	600.00	600.00	600.00	700.00	800.00	0.00%	-
CUSTODIAL / CLEANING SUPPLIES	2,867.99	5,500.00	6,000.00	6,000.00	6,500.00	7,000.00	9.09%	500.00
LIGHTING / ELECTRICAL SUPPLIES	-	-	-	-	-	-	-	-
BOTTLED WATER	-	-	-	-	-	-	-	-
PROGRAMS & ACTIVITIES	66.87	1,000.00	500.00	500.00	1,000.00	1,000.00	-50.00%	(500.00)
SOCIAL & CULTURAL PROGRAMS	979.75	1,200.00	1,000.00	1,000.00	1,200.00	1,200.00	-16.67%	(200.00)
TRAVEL - MILEAGE	909.14	1,600.00	1,000.00	1,000.00	1,000.00	1,000.00	-37.50%	(600.00)
MEETINGS & CONFERENCES	1,444.96	2,500.00	500.00	500.00	2,000.00	2,500.00	-80.00%	(2,000.00)
DUES & MEMBERSHIPS	-	750.00	900.00	900.00	1,200.00	1,200.00	20.00%	150.00
ENCUMBRANCES	3,407.36	-	-	-	-	-	-	-
CATEGORY TOTAL	95,582.66	101,000.00	101,300.00	94,000.00	117,750.00	124,800.00	-6.93%	(7,000.00)
DEPARTMENT TOTAL	520,009.27	548,588.00	568,427.00	555,493.00	587,916.00	596,161.00	1.26%	6,905.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
COA Director	1.0	EXEM	95,440.00	600.00	96,040.00
Social Worker	1.0	EXEM	86,675.00	600.00	87,275.00
Records Supervisor	0.5	CWA	29,484.00		29,484.00
Senior Assistant	1.5	CWA	72,961.00	600.00	73,561.00
Outreach Coordinator	0.7	NON	37,571.00	880.00	38,451.00
Event Support Worker	0.3	NON	11,409.00		11,409.00
Maintenance Worker 1	1.0	CWA	52,677.00	1,100.00	53,777.00
Van Drivers		NON	31,050.00		31,050.00
Evening Supervisor		NON	9,446.00		9,446.00
Snow Removal Coverage		NON	1,000.00		1,000.00
Senior Rebate		NON	30,000.00		30,000.00
Total Personal Services	6.0		457,713.00	3,780.00	461,493.00

**Council on Aging &
Cameron Senior Center 2022**

543 Veteran's Services

Mission Statement: The Town of Westford's Department of Veterans' Services mission is to honor and serve veterans and their families. By serving as their principal advocate, we are ensuring that they receive the care, support and recognition earned in service to their country.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	61,559.01	62,791.00	64,046.00	64,046.00	64,046.00	64,046.00	2.00%	1,255.00
SENIOR ASSISTANT	4,445.22	4,697.00	4,978.00	4,978.00	5,171.00	5,373.00	5.98%	281.00
LONGEVITY	850.00	850.00	850.00	850.00	914.00	1,164.00	0.00%	-
VETERANS TAX WORK PROGRAM	7,424.00	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
CATEGORY TOTAL	74,278.23	75,838.00	77,374.00	77,374.00	77,631.00	78,083.00	2.03%	1,536.00
EXPENSES								
MONUMENT MAINT SERVICES	-	200.00	100.00	-	100.00	100.00	-100.00%	(200.00)
CONTRACTED SERVICES	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
OFFICE SUPPLIES	-	200.00	-	-	100.00	100.00	-100.00%	(200.00)
PROGRAMS & ACTIVITIES	2,211.54	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MEETINGS & CONFERENCES	163.26	1,000.00	-	-	1,000.00	1,000.00	-100.00%	(1,000.00)
VETERAN'S SERVICES	68,565.62	75,000.00	65,000.00	65,000.00	65,000.00	65,000.00	-13.33%	(10,000.00)
ENCUMBRANCES								-
CATEGORY TOTAL	70,940.42	81,900.00	70,600.00	70,500.00	71,700.00	71,700.00	-13.92%	(11,400.00)
DEPARTMENT TOTAL	145,218.65	157,738.00	147,974.00	147,874.00	149,331.00	149,783.00	-6.25%	(9,864.00)

Description of Changes:

Benefits provided by the US Department of Veterans Affairs are NOT administered by the town; therefore, there is no direct cost to the town. Some Chapter 115 recipients are transitioned to federal benefits programs when applicable. 80% of the clients seen are connected to federal resources.

- During FY20, the number of Chapter 115 benefits recipients continues to fluctuate between 10 to 12 recipients. Reporting and reimbursement requests are spot on, we continue to receive the maximum reimbursement from the state, 75%, for the last seven years.
- The average recipient is budgeted at \$417/month. The actual amount is variable based on the number of reimbursable items submitted by the recipient. In FY20, the total monthly benefit paid to recipients varied from a low of \$4,174.21 (averaging \$417.42 for ten recipients) to a high of \$7,993.62 (averaging \$799.36 for ten recipients). The total FY20 paid out was just over \$68,500.
- During the 2020 reporting period, the VA was paying over \$15,500 monthly in disability/compensation benefits to our resident veterans. This item is NOT part of our budget, FYI only.

- Veterans Services has \$7,500 to allocate to the Veterans Property Tax Work Off program for five recipients at \$1,500 per recipient.
- The street flags are being refreshed as needed. The veterans grave marker flags are reimbursable from the commonwealth at the same rate as benefits, 75%. Street, municipal buildings, parks and memorial flag costs are borne by the town.
- There are two town-wide veterans holidays, Memorial Day and Veterans Day, hosted and funded by the town. Only holiday payroll hours for Highway/Parks and Recreation personnel in support of these events are charged back to this department. Police and Fire Department staffing are accommodated by the respective department at no charge to this department. To date, we have never paid remuneration to any participants of these events. Through the extensive use of volunteers and local organizations, costs to the town are minimal. Six of the eight artificial wreaths required for the war memorials were purchased in FY13. Two "live" wreaths are purchased each year because they are thrown in to the waters at Forge Pond and Nab Lake and are usually not retrievable.
- Training is to be offered three times a year in a conference-style forum. One is 100% reimbursed by the Commonwealth. The other two are hosted by the MA Veterans Services Officers Association and all costs are borne by the town.
- Outreach efforts and supplies, grocery and gas cards are 100% funded by community donations and the Veterans Gift Fund.
- The VSO position remains a full 37-1/2 position along with an administrative assistant funded for 4 hours/week.
- VSO is certified to state standards. Recertification will occur in 2021.

Programs & Services:

The Town of Westford's Department of Veterans' Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled to. In addition, the department provides financial assistance to qualifying veterans, surviving spouses and their dependents. Westford Department of Veterans Services administers services and financial assistance under the provisions of MGL Chapter 115 and 108 CMR.

This department also assists veterans in applying for federal VA benefits, such as service connected compensations, non-service connected disability pensions, medical benefits, home loans, educational benefits, death and burial benefits, as well as pension benefits for those veterans in assisted living or are housebound.

This office is NOT affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans Services.

Personnel:**Veterans 2022**

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	64,046.00	850.00	64,896.00
Senior Assistant	0.1	CWA	4,978.00		4,978.00
Veterans' Tax Work Program			7,500.00		7,500.00
Total Personal Services	1.1		76,524.00	850.00	77,374.00

Town Manager

Assistant Town
ManagerVeterans
Services AgentSenior
Assistant

Culture & Recreation

610 Library

Vision Statement: The J. V. Fletcher Library is a global gateway dedicated to serving the Town of Westford and committed to celebrating the community's heritage, diversity and multiculturalism. Library patrons of all ages and socio-economic circumstances experience the Fletcher Library as a responsive, innovative resource meeting their unique needs and offering a personal library experience. Lives are enriched and enhanced through the lifelong exposure to, and exploration of, life-changing ideas, creativity, information and evolving technologies. In a world of rushed and removed relationships, the library offers both a virtual village and a space of sanctuary and community. *Approved by the Board of Library Trustees, June 4, 2012.*

Mission Statement: The J. V. Fletcher Library serves as a progressive responsive community resource, dedicated to the informational, cultural, educational and technological needs of its patrons. The Library supports its users in their lifelong pursuit of learning, personal growth and self-fulfillment. It encourages the young in their exploration of and celebration of the world. The Library is a resource for exploring and using new technologies, collections and media. The Library provides a gathering place for community members – in all their diversity – to meet in social engagement, to share discourse, to ponder divergent ideas and to engage in civic connection. The Library strives to be both reflective of and responsive to the community. It also seeks to be in the forefront of professional library service – attracting and leading the community into the future in a warm and welcoming public setting. *Approved by the Board of Library Trustees, July 9, 2012.*

Goals: The following Goals (as well as Objectives and Activities) were approved by the J. V. Fletcher Library Board of Trustees within the *Strategic Plan 2014-2018* on 9/10/12 for submittal to the Massachusetts Board of Library Commissioners. The Massachusetts Board of Library Commissioners mandates that this document be supplemented annually by an *Annual Action Plan*, submitted to the Commonwealth each fall by December 1. The Department has embarked on a new *Strategic Plan* spanning **2023-2025**, which is now due to the Massachusetts Board of Library Commissioners on October 1, 2021; plan due dates were extended one year due to the impact of the Coronavirus on library services, programs and data.



GOAL I: Library patrons speedily access a global array of titles, formats, and information sources, meeting and reflecting their needs, interests, careers and diverse demographics.

GOAL II: Library patrons enjoy a modern, expansive facility, designed and furnished to afford: collection growth; study, activity and meeting space; leisure reading; technological access; and communal areas for the purpose of programming, governance and public discourse.

GOAL III: The J. V. Fletcher Library is funded at a level that reflects the demographics, expectations, educational level and service needs of the community of Westford.

GOAL IV: Library patrons of all ages and socio-economic circumstances have access to collections, meaningful activities, programs and events which foster personal growth, self-development and exposure to ideas, art, cultures and current issues during service hours which reflect their needs.

GOAL V: Library patrons enjoy access to an array of services, programs and collections facilitated by trained, customer-oriented and sufficient staffing.

GOAL VI: Library patrons enjoy offerings, services, programs and collections that meet their interests, needs, demographics, schedules and abilities in a customer-oriented setting.

GOAL VII: Library patrons enjoy increased awareness of, and access to, Library programs, services and outreach because of an expanded marketing program.

GOAL VIII: Library patrons access data, information, resources and collections cataloged via the latest technological tools, via the latest technology and via new technological formats in a global and uninterrupted environ.



Description of Changes:

[Please note that significant CLOSEOUTS from the Library Operating and Personal Services lines were made at the end of FY20, as the MBLC waived the HOURS and the MATERIALS EXPENDITURE requirements for certification, in light of the Coronavirus Pandemic]. EXEMPT and non-union Management Personnel line items are increased by 2% per Budget direction, with hourly workers calculated for 52.2 weeks of service. All CWA and OPEIU Personnel line items reflect the wage adjustments, stipends, compensation and settlement of the respective bargaining unit contracts. The LIBRARY ASSISTANTS line item reflects the impact of recent retirements or resignations of long-term staff being replaced at a lower entry step. LONGEVITY payouts reflect the retention of other long-term staff, but there is a strong potential that this number will reduce with the retirement of senior staff. Currently in FY21, one full-time Staff Librarian position is unfilled, a Library Technician part-time position is covered, Library Paging is scheduled at 50% and more staffing changes are feasible. Two-thirds of the current Library personnel are deemed at “Immediate Risk” of retirement under ALA’s Succession Planning guidelines due to a mixture of age and years of service.

The FY22 Budget Submittal meets the Certification Requirements set forth by the Massachusetts Board of Library Commissioners (MBLC) clearing the Municipal Appropriation Requirement (MAR) be just \$5,091.00. The 15% expenditure for BOOKS is barely met, despite the reliance on offsets from FRIENDS, GIFTS, TRUST FUNDS and direct technology costs; if this requirement is not met, the State Aid to Public Libraries “grant” is proportionately reduced. We can anticipate that the Board of Library Commissioners will address regulatory language in the face of the COVID crisis this winter, as they did in 2020; this again allows the projection of estimated closeouts from this department. The majority of the

annual State Aid payment is used to pay 50% of the Merrimack Valley Library Consortium annual network membership fee. Utility projections reflect both the town-wide bidding and FY20 Actuals with heat and electricity calculated at a higher unit rate, and continue to see the savings of replaced LED lighting, ballasts and the application of solar credits. However — should we still be dealing with COVID-19 — we can expect to see increases in both electrical and heating costs, as the Fresh Air Unit, air purifiers, and heat pumps run additional hours to promote increased air flow and ventilation, and offset the heating draw for the daily span when windows are opened throughout the library.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
LIBRARY DIRECTOR	114,769.13	117,065.00	119,407.00	119,407.00	119,407.00	119,407.00	2.00%	2,342.00
ASSISTANT DIRECTOR	78,365.77	79,933.00	81,532.00	81,532.00	81,532.00	81,532.00	2.00%	1,599.00
SENIOR LIBRARIANS	289,658.88	294,325.00	300,213.00	300,213.00	300,213.00	300,213.00	2.00%	5,888.00
LIBRARY ASSISTANTS	668,006.02	708,893.00	718,834.00	718,834.00	740,467.00	750,831.00	1.40%	9,941.00
OFFICE MANAGER	57,942.06	60,254.00	62,995.00	62,995.00	64,572.00	68,201.00	4.55%	2,741.00
7 SATURDAY, JULY-AUG	7,207.41	796.00	-	-	15,092.00	15,092.00	-100.00%	(796.00)
OPEN FRI. AM's (ADD 4 HPW)					21,287.00	21,287.00		-
CUSTODIANS	67,015.76	68,689.00	70,689.00	70,689.00	71,341.00	71,341.00	2.91%	2,000.00
PAGES	10,725.06	20,556.00	17,381.00	17,381.00	22,901.00	23,490.00	-15.45%	(3,175.00)
CUSTODIAL OVERTIME	-	2,968.00	3,028.00	3,028.00	3,028.00	3,028.00	2.02%	60.00
MLS STIPENDS	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	0.00%	-
LONGEVITY	19,021.00	21,442.00	22,893.00	22,893.00	23,977.00	24,318.00	6.77%	1,451.00
CATEGORY TOTAL	1,315,711.09	1,377,921.00	1,399,972.00	1,399,972.00	1,466,817.00	1,481,740.00	1.60%	22,051.00
EXPENSES								
UNIFORM ALLOWANCES	1,064.18	1,260.00	1,260.00	1,260.00	1,260.00	1,260.00	0.00%	-
ELECTRICITY	22,744.20	23,000.00	26,529.00	24,583.00	26,750.00	26,750.00	6.88%	1,583.00
HEATING FUEL	12,782.54	15,800.00	16,640.00	15,000.00	16,000.00	16,000.00	-5.06%	(800.00)
WATER	1,377.90	1,565.00	1,565.00	1,565.00	1,565.00	1,565.00	0.00%	-
EQUIPMENT MAINTENANCE	16,160.50	33,500.00	25,964.00	25,964.00	25,000.00	25,000.00	-22.50%	(7,536.00)
MVLC NETWORK MAINTENANCE	36,000.00	36,000.00	36,000.00	36,000.00	38,000.00	38,000.00	0.00%	-
POSTAGE	3,238.79	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	0.00%	-
PRINTING SERVICES	4,465.46	3,750.00	4,500.00	4,500.00	4,500.00	4,500.00	20.00%	750.00
OFFICE SUPPLIES	13,025.22	15,000.00	15,000.00	13,500.00	13,500.00	13,500.00	-10.00%	(1,500.00)
CUSTODIAL / CLEANING SUPPLIES	4,815.80	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
BOOKS & SUBSCRIPTIONS	201,914.00	220,000.00	228,000.00	228,000.00	210,000.00	210,000.00	3.64%	8,000.00
MILEAGE	641.31	1,800.00	816.00	816.00	1,800.00	1,800.00	-54.67%	(984.00)
MEETINGS & CONFERENCES	720.00	3,000.00	300.00	300.00	3,000.00	3,000.00	-90.00%	(2,700.00)
DUES & MEMBERSHIPS	1,544.00	1,375.00	800.00	800.00	1,375.00	1,375.00	-41.82%	(575.00)
ENCUMBRANCES								-
CATEGORY TOTAL	320,493.90	364,550.00	365,874.00	360,788.00	351,250.00	351,250.00	-1.03%	(3,762.00)
DEPARTMENT TOTAL	1,636,204.99	1,742,471.00	1,765,846.00	1,760,760.00	1,818,067.00	1,832,990.00	1.05%	18,289.00

Programs & Services:

The J. V. Fletcher Library provides programs and services 314 days per year in the following broad categories as a state-certified library offering services to all residents of the Commonwealth:

- Youth Services
- Collection Development
- Pre-school & ESL Literacy
- Readers' Advisory & Assistance
- Public Relations
- Reference, Information & ILL Services
- Historic Collection Preservation
- Formal & Life-Long education support
- Early Literacy and Cultural Programs
- Administration/Management/Governance
- Technical Services [processing materials]
- Circulation Services
- Commons/Meeting/Study Space
- Technology Assistance & Instruction
- Building & Grounds Maintenance

COVID Services:

In this COVID year, the Library closed to the public on March 15 in observance of the Governor's lockdown, and immediately pivoted to virtual, downloadable and remote services, programs, Book Clubs and collections. The new Library website promoted the new hoopla, KANOPY, Freegal and Overdrive downloadable offerings and all programs became virtual. With the loosening of lockdown, Curbside Pickup debuted on June 1 — a staff-intensive service that requires 8 times the transactions of the typical library checkout. Currently, the Library is circulating at 86% of what we circulated last fall, with downloadable formats increasing from 15% to 27% of total circulation. Service continues at six days per week, four evenings per week. Additionally, in response to COVID the Library offered:

- Curbside Pickup – 44 hours per week
- OverDrive downloadable books, audiobooks, and magazines
- Hoopla [streaming music, movies, comic books and content]
- In-person, outdoor, socially-distant Mother Goose Times
- VIRTUAL book clubs for adults, teens/tweens, and kids
- Story Walks in town and on the Library Lawn
- Laptop on the Lawn
- Window Displays in the Library windows
- VIRTUAL Mug Treat Tuesdays [tweens and teens!]
- Outdoor Browsing Tent appointments for kids and adults – Monday through Saturday
- KANOPY [films] and Freegal [music]



- VIRTUAL story times, tween/teen programs, and Library Facebook group
- Outdoor children's events, attendees parked in parking lot and tuned in on their car radio dial to 1610 AM WJVF... *Still Serving You!*
- Craft Bundles, Book Bundles, Build a Bag and Grab and Go Bags – all via curbside pickup

Personnel:

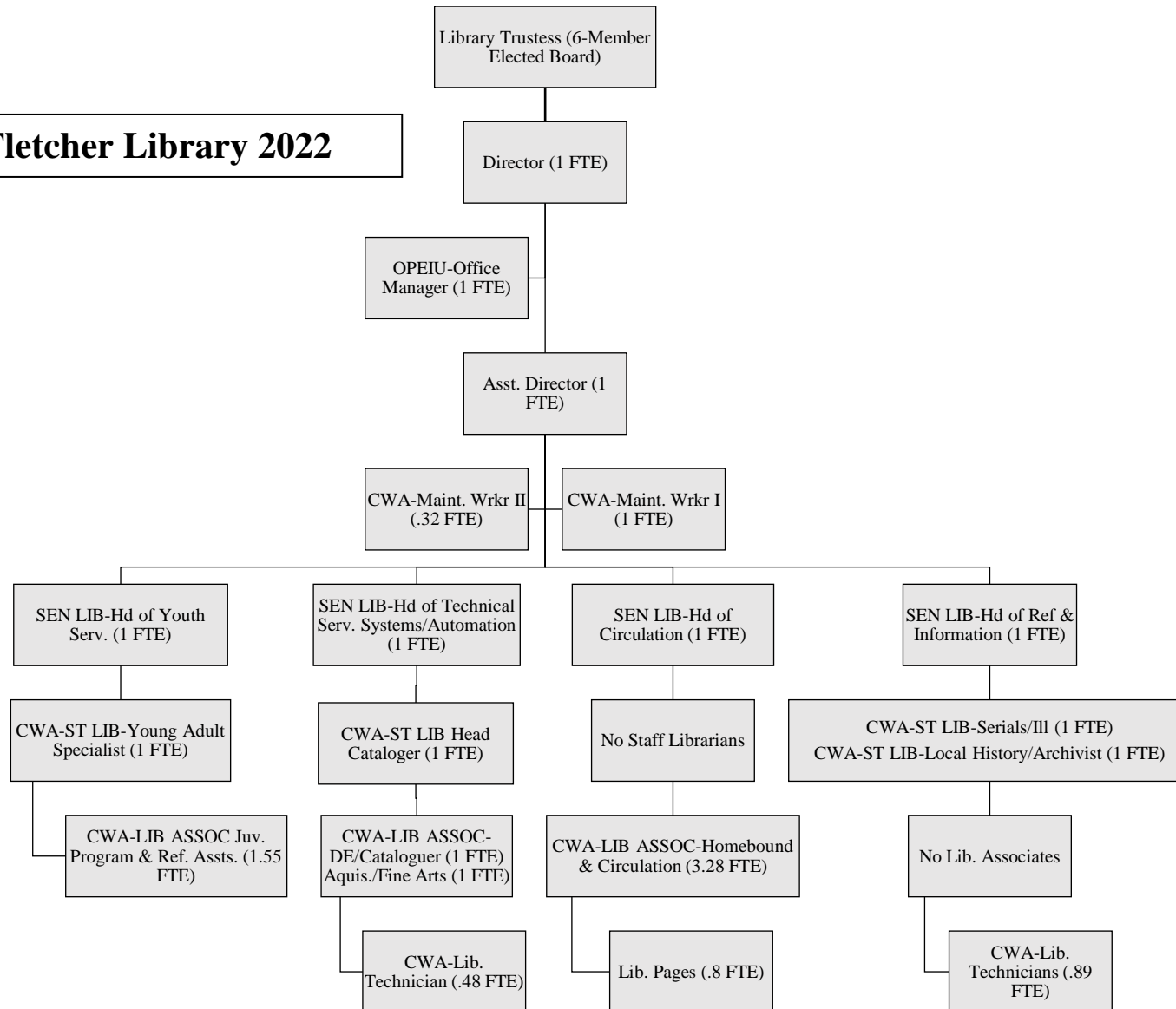
Position	FTE	Unit	Salary	Longevity	Total
Library Director	1.0	EXEM	119,407.00	2,600.00	122,007.00
Asst. Library Director	1.0	EXEM	81,532.00	1,600.00	83,132.00
Office Manager	1.0	OPEIU	62,995.00	600.00	63,595.00
Maintenance Workers	1.3	CWA	70,689.00	792.00	71,481.00
Maintenance Coverage			3,028.00		3,028.00
Senior Librarian	4.0	EXEM	300,213.00	5,150.00	305,363.00
Staff Lib. & Lib. Assoc.	10.8	CWA	621,803.00	12,151.00	633,954.00
Librarian Technician	1.4	CWA	56,757.00		56,757.00
Substitute Coverage			40,024.00		40,024.00
Other Support Staff - Sundays			250.00		250.00
MLS Stipends			3,000.00		3,000.00
Pages	0.8		17,381.00		17,381.00
Total Personal Services	21.3		1,377,079.00	22,893.00	1,399,972.00

Other Metrics as of 6/30/2020, with COVID closure as of 3/15/2020, and the resumption of Curbside pickup on June 1:

Activity	Measure of Quantity/Quality	Activity	Measure of Quantity/Quality
Annual Hours of Service	1,906	Library Programs	528
Circulation	325,051	Program Attendance	16,021
Door Count Annually	174,680	Meeting Room Bookings	1,664
Information Questions	46,186	Inter-Library Loans	54,585
Summer Reading Registrants	1,045	Database, Electronic. WiFi & Web Sessions	246,486
Holdings	194,935	Volunteer Hours	2,497

Please note that circulation for FY20 reduced 23% with the loss of physical circulation from mid-March through May 31. Curbside recouped some circulation in June. As of September 2020, circulation has climbed back to 86% of last September's numbers, but continues to reflect reduced hours of direct open service.

J.V. Fletcher Library 2022



650 Parks & Grounds

Mission Statement:

The mission of the Parks and Grounds Department is to ensure all parks and grounds maintenance services are appropriate, cost-effective, and of the highest quality, while preserving and enhancing Westford's active and passive recreation areas.

Goals:

- Continue short and long-range facilities maintenance and improvement planning to meet community needs.
- Work collaboratively with youth sports organizations to maintain high quality services.

Programs & Services:

The Town of Westford has millions of dollars invested in properties and associated infrastructure that the Parks and Grounds Department is responsible for keeping attractive, functional, and safe for use by the community. This includes active and passive recreation areas, playgrounds and safety surfacing, basketball and tennis courts, beaches and bathhouses, manicured lawns and plantings, natural grass and synthetic athletic fields, wooded property lines, outbuildings with plumbing and electrical distribution systems, irrigation systems, parking areas, and fence lines. Our staff collaborates with and assists many other departments in support of overall town activities, including Community Gardens, Stony Brook Conservation Land, events on the Town Common, Memorial Day programming, Veterans Day activities, holiday lights, etc.

The Parks & Grounds employees are shared with the Highway Department (November 15-April 15) to assist with snow, ice, and storm related events. Salaries are reflected in both budgets; 58%, 30.2 weeks in Parks; 42%, 22 weeks in Highway. The Parks and Grounds budget is partially supplemented via a 53E 1/2 Maintenance Revolving Account that receives user fees associated with groups and organizations that utilize our athletic facilities.

Description of Changes:

Personal Services: The FY22 Request is level service, with small increases as negotiated in the WPWA Union Contract. Since FY19, the Director, Assistant Director, and Office Manager expenses are eliminated from the Parks and Ground Budget. These salaries are now captured in the Recreation Enterprise Budget and partial offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

Expenses: Many of the expense lines in this budget fluctuate depending on variables, including weather, age of equipment, staffing levels, and special project work. The FY22 expense requests reflect these fluctuations. For FY22, the Town Common Expense fund will be funded through the Farmer's Market revolving fund.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
CREW SUPERVISOR	38,620.16	39,140.00	40,178.00	40,178.00	40,280.00	40,444.00	2.65%	1,038.00
PARKS OPERATIONS SUPERVISOR	42,487.04	43,054.00	44,201.00	44,201.00	44,312.00	44,494.00	2.66%	1,147.00
HEAVY EQUIPMENT OPERATOR	115,044.63	147,980.00	154,029.00	154,029.00	155,350.00	157,671.00	4.09%	6,049.00
SEASONAL STAFF	10,585.60	5,350.00	5,350.00	5,350.00	5,350.00	5,350.00	0.00%	-
OVERTIME	5,286.42	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
LONGEVITY	4,125.00	3,875.00	3,875.00	3,875.00	3,875.00	4,000.00	0.00%	-
CATEGORY TOTAL	216,148.85	247,399.00	255,633.00	255,633.00	257,167.00	259,959.00	3.33%	8,234.00
EXPENSES								
ELECTRICITY	-	795.00	795.00	795.00	850.00	900.00	0.00%	-
WATER	3,964.60	225.00	225.00	225.00	225.00	225.00	0.00%	-
GROUNDS MAINTENANCE	13,590.27	22,000.00	22,000.00	15,000.00	23,000.00	24,000.00	-31.82%	(7,000.00)
VEHICLE MAINTENANCE	3,072.27	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
EQUIPMENT MAINTENANCE	3,186.31	2,000.00	2,000.00	2,000.00	2,500.00	3,000.00	0.00%	-
CONTRACTED SERVICES	405.30	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
GASOLINE	7,109.60	7,000.00	7,000.00	7,000.00	7,500.00	8,000.00	0.00%	-
OFFICE SUPPLIES	436.57	500.00	500.00	500.00	500.00	500.00	0.00%	-
TOWN COMMON EXPENSE	3,249.66	3,000.00	3,000.00	-	3,000.00	3,000.00	-100.00%	(3,000.00)
MONUMENT MAINT SERVICES	865.05	500.00	750.00	750.00	1,000.00	1,000.00	50.00%	250.00
TRAVEL-MILEAGE	306.30	200.00	200.00	200.00	200.00	200.00	0.00%	-
MEETING & CONFERENCES	1,337.45	2,066.00	-	-	2,100.00	2,100.00	-100.00%	(2,066.00)
DUES AND MEMBERSHIPS	467.20	510.00	510.00	510.00	550.00	550.00	0.00%	-
RECREATIONAL EQUIPMENT	12.59	785.00	785.00	785.00	785.00	785.00	0.00%	-
CATEGORY TOTAL	38,003.17	44,581.00	42,765.00	32,765.00	47,210.00	49,260.00	-26.50%	(11,816.00)
DEPARTMENT TOTAL	254,152.02	291,980.00	298,398.00	288,398.00	304,377.00	309,219.00	-1.23%	(3,582.00)

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Crew Supervisor	0.6	WPWA	40,178.00	1,300.00	41,478.00
Parkers/Operations Supervisor	0.6	WPWA	44,201.00	1,300.00	45,501.00
Heavy Equipment Operator	2.6	WPWA	154,029.00	1,275.00	155,304.00
Seasonal Staff			5,350.00		5,350.00
Overtime			8,000.00		8,000.00
Total Personal Services	3.8		251,758.00	3,875.00	255,633.00

The personnel shared by Parks & Grounds and Cemetery with Highway are split as follows:

- 30.2 weeks or 58% in 650 Parks & Grounds & 491 Cemetery
- 22 weeks or 42% in the Highway Budget

660 Land Management

Mission Statement: The Conservation Department and Conservation Commission are committed to managing land and water under their control by balancing passive recreation interests with natural resource protection.

The Department and Commission are dedicated to maintaining buildings and facilities at the East Boston Camps on the Stony Brook Conservation land as well the farm stand at Hills Orchard and managing the Day Field for agricultural purposes.

Goals for FY22

- Implement Forestry Stewardship at Stony Brook Conservation Area.
- Continue to work with partner organizations to improve trail access for people with disabilities.
- Evaluate need for new position” Ranger/Land Manager” to enforce Rules and Regulations on Conservation Land and perform land management work including marking the boundaries of town-owned conservation land. Consider funding mechanism for new position.
- Continue to work with Hill Orchard Farm Manager to make improvements to Hill Orchard facilities and grounds.



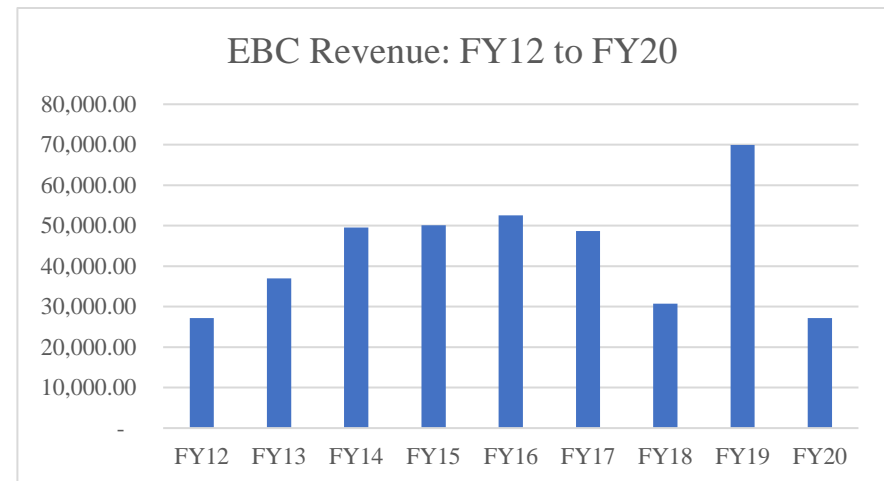
DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
ELECTRICITY	2,588.39	4,400.00	4,400.00	4,000.00	4,400.00	4,400.00	-9.09%	(400.00)
NATURAL GAS	1,337.24	800.00	1,266.00	1,266.00	1,266.00	1,266.00	58.25%	466.00
WATER	2,731.32	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00	0.00%	-
BUILDING MAINTENANCE	5,949.03	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
GROUNDS MAINTENANCE	4,867.88	5,500.00	5,500.00	5,500.00	5,500.00	5,500.00	0.00%	-
CARETAKER SERVICES	19,827.51	20,000.00	20,000.00	10,000.00	20,000.00	20,000.00	-50.00%	(10,000.00)
ENCUMBRANCES								-
CATEGORY TOTAL	37,301.37	42,200.00	42,666.00	32,266.00	42,666.00	42,666.00	-23.54%	(9,934.00)
DEPARTMENT TOTAL	37,301.37	42,200.00	42,666.00	32,266.00	42,666.00	42,666.00	-23.54%	(9,934.00)

Description of Changes:

For FY22, \$10,000 in Caretaker Services is being shifts to the East Boston Camps Maintenance Revolving Fund.

Programs & Services:

- Manages conservation properties and oversees contracted services at East Boston Camps, Day Land and Hill Orchard.
- Works with volunteers to manage trails.
- Manages land leased for agricultural purposes at Day Field.
- Works with residents, homeowner associations and condo associations to ensure compliance with Conservation Restrictions.
- Monitors town-owned conservation land to ensure that passive recreation is in balance with protection of lands natural resources.



670 Historical Commission**Commission Charter:**

The Westford Historical Commission is chartered with the preservation, protection and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate the activities of unofficial bodies organized for similar purposes. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the Select Board and to the Massachusetts Historical Commission that any such place be certified as an historical or archaeological landmark. The Historical Commission may hold hearings; may enter into contracts with individuals, organizations and institutions for services; may accept gifts, contributions and bequests of funds from individuals, foundations and governmental bodies; may make and sign agreements; and may do and perform any and all acts necessary or desirable for the purpose of furthering the Commission's program.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
ELECTRICITY	3,024.74	4,000.00	4,000.00	3,200.00	4,000.00	4,000.00	-20.00%	(800.00)
HEATING FUEL	3,205.07	3,800.00	3,800.00	3,300.00	3,800.00	3,800.00	-13.16%	(500.00)
WATER	256.75	500.00	500.00	500.00	500.00	500.00	0.00%	-
SEWER / SEPTIC	-	500.00	500.00	500.00	500.00	500.00	0.00%	-
BUILDING MAINTENANCE	2,150.00	500.00	2,500.00	2,500.00	2,500.00	2,500.00	400.00%	2,000.00
GROUNDS MAINTENANCE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
EQUIPMENT MAINTENANCE	-	100.00	100.00	100.00	100.00	100.00	0.00%	-
SIGNAGE	-	100.00	250.00	250.00	250.00	250.00	150.00%	150.00
SECURITY SYSTEM SERVICES	882.80	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	0.00%	-
CONTRACTED SERVICES	124.91	1,000.00	5,000.00	1,000.00	5,000.00	5,000.00	0.00%	-
ENCUMBRANCES	14.30							-
CATEGORY TOTAL	9,658.57	11,800.00	17,950.00	12,650.00	17,950.00	17,950.00	7.20%	850.00
DEPARTMENT TOTAL	9,658.57	11,800.00	17,950.00	12,650.00	17,950.00	17,950.00	7.20%	850.00

Description of Changes: The FY22 Historical Commission budget reflects a 7.2% overall increase. One of the goals is to address the building maintenance needs of the cottage located at 4 Boston Rd. with the help of the Facilities Director.

Programs & Services: The purpose of the budget is to fulfill the Commissions responsibility to maintain the museum and cottage buildings and provide funding for ongoing historic projects such as scenic bylaws, demolition delay reviews, and various preservation projects.

Debt Service

710 Debt Service

Excluded debt is paid for outside the levy limit. Excluded projects must be authorized by town meeting and a ballot vote. The debt service costs are paid by adding the annual debt service dollars to the tax rate calculation each year. The increase in the tax rate continues each year until the loan is paid off. Excluded debt made up 3.69% of our tax rate in FY19 and 3.62% in FY20. These figures are historical lows. Excluded debt in FY13 made up 6.17% of our tax rate, and in FY10, 9.49%. The most recent excluded project was the Fletcher Fire Station on Boston Rd. When we issued the debt on the fire station, we structured the repayment to prevent a large spike in the tax rate and to ladder in with expiring school building loans. As the school building loans are paid off over the next 3 years, the principal payments for the fire station loan will increase, keeping the impact on the tax rate smooth, until or unless new loans are authorized.

The budget model and debt fall off schedule track issued debt as well as projects that are being seriously considered but are not yet authorized. By estimating projects that are under consideration, we hope to provide tools to the Town Manager, Select Board and Finance Committee. It is important to remember that future projects are estimates, and solid numbers cannot be obtained until the project is designed and bid.

Non-Excluded Debt is paid for out of the regular operating budget under the levy limit. It is very important that we keep room in the budget for non-excluded debt to provide for ongoing infrastructure and capital needs. The non-excluded annual debt service is between 1 million and 1.5 million in our budget and budget model. This is a vital part of our financial stability.

EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC
ELEMENTARY SCHOOL CONST 040103	Principal	2023	1,360,000.00	1,425,000.00	1,490,000.00	1,490,000.00	1,555,000.00	0.00	4.56%
ELEMENTARY SCHOOL CONST 040103	Interest	2023	271,125.00	199,725.00	137,025.00	137,025.00	34,988.00	0.00	-31.39%
MIDDLE SCHOOL CONST 040103	Principal	2023	1,300,000.00	1,355,000.00	1,415,000.00	1,415,000.00	1,480,000.00	0.00	4.43%
MIDDLE SCHOOL CONST 040103	Interest	2023	258,145.00	189,895.00	130,275.00	130,275.00	33,300.00	0.00	-31.40%
ACADEMY REFUNDING 1	Principal	2020	1,295,000.00	0.00	0.00	0.00	0.00	0.00	
ACADEMY REFUNDING 1	Interest	2020	51,800.00	0.00	0.00	0.00	0.00	0.00	
SENIOR CENTER CONSTRUCTION 11-09	Principal	2030	190,000.00	190,000.00	195,000.00	195,000.00	195,000.00	200,000.00	2.63%
SENIOR CENTER CONSTRUCTION 11-09	Interest	2030	76,100.00	66,600.00	57,100.00	57,100.00	47,350.00	37,600.00	-14.26%
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Principal	2024	500,000.00	480,000.00	465,000.00	465,000.00	450,000.00	125,000.00	-3.13%
HIGHWAY GARAGE CONSTRUCTION REFUNDING	Interest	2024	40,400.00	30,400.00	20,800.00	20,800.00	11,500.00	2,500.00	-31.58%
FLETCHER FIRE STATION 02-18	Principal	2038	290,000.00	210,000.00	310,000.00	310,000.00	190,000.00	800,000.00	47.62%
FLETCHER FIRE STATION 02-18	Interest	2038	305,000.00	290,500.00	280,000.00	280,000.00	264,500.00	255,000.00	-3.61%
FLETCHER FIRE STATION \$1.772M	Principal	2038	0.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%
FLETCHER FIRE STATION \$1.772M	Interest	2038	35,617.29	27,900.00	25,650.00	25,650.00	23,400.00	21,150.00	-8.06%
NEW CENTER BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	617,700.00	617,700.00	
NEW CENTER BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
J.V. FLETCHER LIBRARY EXPANSION	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	859,100.00	
J.V. FLETCHER LIBRARY EXPANSION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
SCHOOL ADMINISTRATION BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	0.00	710,000.00	
SCHOOL ADMINISTRATION BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL EXEMPT DEBT			5,973,187.29	4,510,020.00	4,570,850.00	4,570,850.00	4,947,738.00	3,673,050.00	1.35%

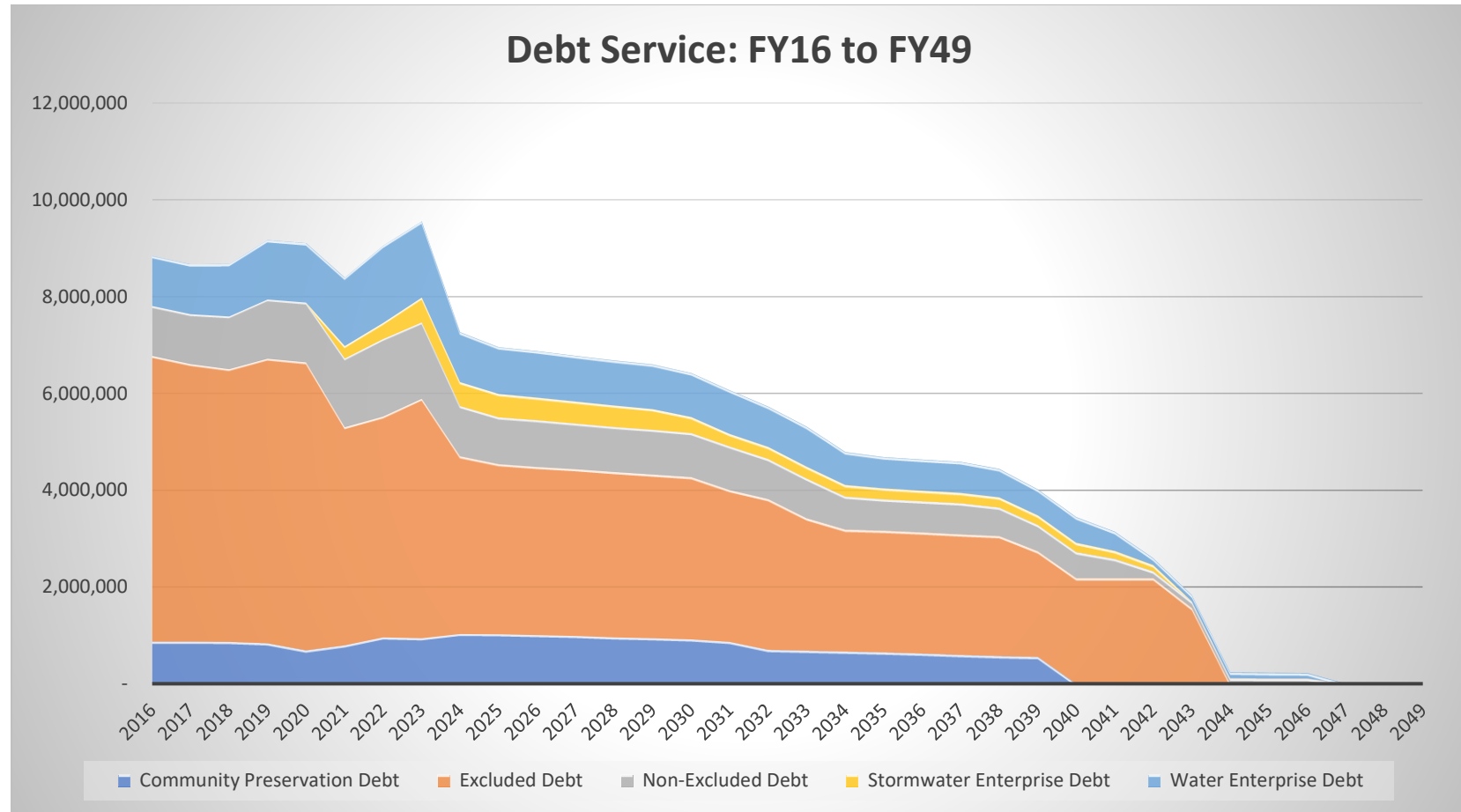
NON-EXEMPT DEBT		YEAR OF LOAN EXPIRATION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC
TITLE V	Principal	2020	4,014.00	0.00	0.00	0.00	0.00	0.00	
GROTON ROAD WATER MAIN 061506	Principal	2031	10,905.53	11,123.00	11,344.00	11,344.00	11,570.00	11,799.00	1.99%
GROTON ROAD WATER MAIN 061506	Interest	2031	2,814.35	2,595.00	2,370.00	2,370.00	2,140.00	1,907.00	-8.67%
GROTON ROAD WATER MAIN 061506	Administrative	2031	211.08	195.00	178.00	178.00	161.00	143.00	-8.72%
TOWN HALL CONSTRUCTION	Principal	2030	54,150.00	65,550.00	65,550.00	65,550.00	65,550.00	65,550.00	0.00%
TOWN HALL CONSTRUCTION	Interest	2030	39,090.39	26,733.00	23,456.00	23,456.00	20,178.00	16,901.00	-12.26%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal	2031	37,010.35	37,757.00	38,519.00	38,519.00	39,296.00	40,088.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest	2031	9,567.13	8,819.00	8,057.00	8,057.00	7,279.00	6,485.00	-8.64%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Administrative	2031	717.54	662.00	604.00	604.00	546.00	486.00	-8.76%
ABBOT ELEVATOR	Principal	2023	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00	0.00%
ABBOT ELEVATOR	Interest	2023	3,600.00	2,700.00	1,800.00	1,800.00	900.00	0.00	-33.33%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Principal	2022	20,000.00	20,000.00	20,000.00	20,000.00	0.00	0.00	0.00%
DEPARTMENTAL EQUIPMENT (POLICE RADIO, SWE	Interest	2022	1,200.00	800.00	400.00	400.00	0.00	0.00	-50.00%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Principal	2022	10,000.00	10,000.00	10,000.00	10,000.00	0.00	0.00	0.00%
DEPARTMENTAL EQUIPMENT - 1ST ABBOT BOILER	Interest	2022	600.00	400.00	200.00	200.00	0.00	0.00	-50.00%
FIRE TRUCK - 544,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	50,000.00	0.00%
FIRE TRUCK - 544,000	Interest	2024	5,400.00	4,300.00	3,200.00	3,200.00	2,100.00	1,000.00	-25.58%
WA BLEACHERS - 550,000	Principal	2024	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
WA BLEACHERS - 550,000	Interest	2024	5,500.00	4,400.00	3,300.00	3,300.00	2,200.00	1,100.00	-25.00%
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Principal	2024	20,000.00	17,000.00	17,000.00	17,000.00	17,000.00	12,750.00	0.00%
10 WHEEL DUMPTRUCK: HIGHWAY - 195,792	Interest	2024	1,900.00	1,275.00	935.00	935.00	595.00	255.00	-26.67%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Principal	2037	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	0.00%
MSBA DAY & ROBINSON WINDOWS (\$2M)	Interest	2037	40,450.00	37,450.00	35,200.00	35,200.00	32,950.00	30,700.00	-6.01%
MSBA DAY & ROBINSON WINDOWS SECOND BON	Principal	2034	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%
MSBA DAY & ROBINSON WINDOWS SECOND BON	Interest	2034	11,872.19	15,288.00	13,788.00	13,788.00	12,288.00	10,788.00	-9.81%
DISPATCH CENTER	Principal	2037	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	50,000.00	0.00%
DISPATCH CENTER	Interest	2037	20,712.50	19,063.00	17,825.00	17,825.00	16,588.00	15,350.00	-6.49%
PLAIN ROAD SIDEWALK	Principal	2029	55,725.00	55,000.00	50,000.00	50,000.00	50,000.00	50,000.00	-9.09%
PLAIN ROAD SIDEWALK	Interest	2029	31,250.91	20,750.00	18,000.00	18,000.00	15,500.00	13,000.00	-13.25%
MAIN STREET RECONSTRUCTION	Principal	2029	190,000.00	111,794.00	111,794.00	111,794.00	111,795.00	111,795.00	0.00%
MAIN STREET RECONSTRUCTION	Interest	2029	115,848.61	45,747.00	40,158.00	40,158.00	34,568.00	28,978.00	-12.22%
ENGINE 4 REPLACEMENT - \$615,000	Principal	2028	64,275.00	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00	0.00%
ENGINE 4 REPLACEMENT - \$615,000	Interest	2028	35,868.26	23,800.00	20,550.00	20,550.00	17,300.00	14,050.00	-13.66%
WASTE WATER UPGRADE DEP	Principal	2029	50,000.00	50,000.00	50,000.00	50,000.00	45,000.00	45,000.00	0.00%
WASTE WATER UPGRADE DEP	Interest	2029	28,480.83	18,950.00	16,450.00	16,450.00	13,950.00	11,700.00	-13.19%

		YEAR OF LOAN	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
NON-EXEMPT DEBT CONT'D									
ROUDENBUSH REHABILITATION	Principal	2039	20,000.00	20,000.00	22,000.00	22,000.00	22,500.00	34,000.00	10.00%
ROUDENBUSH REHABILITATION	Interest	2039	11,695.73	21,728.00	20,928.00	20,928.00	20,048.00	19,148.00	-3.68%
ROADWAY IMPROVEMENT 03/24/18	Principal	2029	80,000.00	80,000.00	80,000.00	80,000.00	75,000.00	75,000.00	0.00%
ROADWAY IMPROVEMENT 03/24/18	Interest	2029	17,722.92	31,250.00	27,250.00	27,250.00	23,250.00	19,500.00	-12.80%
ABBOT ROOF MSBA CONSTRUCTION	Principal	Estimated Debt	0.00	191,638.00	124,250.00	124,250.00	124,250.00	124,250.00	-35.16%
ABBOT ROOF MSBA CONSTRUCTION	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
ROADWAY IMPROVEMENT 03/23/19	Principal	Estimated Debt	0.00	60,313.00	60,313.00	60,313.00	60,313.00	60,313.00	0.00%
ROADWAY IMPROVEMENT 03/23/19	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TOWN LIGHTING PROJECT	Principal	Estimated Debt	0.00	8,948.00	0.00	0.00	0.00	0.00	-100.00%
TOWN LIGHTING PROJECT	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Principal	Estimated Debt	0.00	0.00	81,925.00	81,925.00	108,015.00	269,090.00	
OAK HILL, PLAIN, MOORE RD INFRASTRUCTURE	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TSSTF ACCESS CONTROLS (\$500K)	Principal	Estimated Debt	0.00	61,000.00	69,540.00	69,540.00	69,540.00	69,540.00	14.00%
TSSTF ACCESS CONTROLS (\$500K)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
TSSTF COMMUNICATION (\$106,704)	Principal	Estimated Debt	0.00	23,902.00	24,640.00	24,640.00	24,640.00	24,640.00	3.09%
TSSTF COMMUNICATION (\$106,704)	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Principal	Estimated Debt	0.00	11,000.00	53,680.00	53,680.00	53,680.00	53,680.00	388.00%
CARLISLE ROAD SIDEWALK/PEDESTRIAN SAFETY	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
FIRE TRUCK	Principal	Estimated Debt	0.00	0.00	0.00	0.00	94,846.00	94,846.00	
FIRE TRUCK	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
SPECIAL TOWN MEETING ADJUSTMENT	Principal	Estimated Debt	0.00	(125,000.00)	0.00	0.00	0.00	0.00	-100.00%
TOTAL NON-EXEMPT DEBT			1,340,582.32	1,401,930.00	1,550,204.00	1,550,204.00	1,600,536.00	1,683,832.00	10.58%
		YEAR OF LOAN	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022
		EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
COMMUNITY PRESERVATION DEBT									
TOWN HALL CONSTRUCTION	Principal	2030	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	49,450.00	0.00%
TOWN HALL CONSTRUCTION	Interest	2030	29,489.28	20,167.00	17,695.00	17,695.00	15,222.00	12,750.00	-12.26%
ROUDENBUSH CONSTRUCTION	Principal	2039	180,000.00	180,000.00	198,000.00	198,000.00	202,500.00	306,000.00	10.00%
ROUDENBUSH CONSTRUCTION	Interest	2039	163,075.02	195,547.00	188,348.00	188,348.00	180,428.00	172,328.00	-3.68%
ADAMS PROPERTY	Principal	2039	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	0.00%
ADAMS PROPERTY	Interest	2039	132,090.83	142,163.00	131,913.00	131,913.00	125,763.00	119,613.00	-7.21%
WA AMENITIES BUILDING	Principal	Estimated Debt	0.00	0.00	0.00	0.00	163,987.00	163,987.00	
WA AMENITIES BUILDING	Interest	Estimated Debt	0.00	0.00	0.00	0.00	0.00	0.00	
INTEREST SHORT TERM DEBT	Principal	Estimated Debt	0.00	0.00	30,000.00	30,000.00	0.00	0.00	
TOTAL COMMUNITY PRESERVATION DEBT			750,505.13	792,327.00	820,406.00	820,406.00	942,350.00	1,029,128.00	3.54%

			YEAR OF LOAN	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022
			EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
WATER ENTERPRISE DEBT										
FILTRATION PLANTS WPAT LOAN 1 072601	Principal		2021	100,657.43	100,270.00	0.00	0.00	0.00	0.00	-100.00%
FILTRATION PLANTS WPAT LOAN 1 072601	Interest		2021	2,360.79	0.00	0.00	0.00	0.00	0.00	
FILTRATION PLANTS WPAT LOAN 1 072601	MWPAT Fees		2021	457.50	233.00	0.00	0.00	0.00	0.00	-100.00%
FILTRATION PLANTS WPAT LOAN 2 112602	Principal		2023	481,373.94	501,894.00	525,119.00	525,119.00	527,850.00	0.00	4.63%
FILTRATION PLANTS WPAT LOAN 2 112602	Interest		2023	36,058.76	24,458.00	12,188.00	12,188.00	0.00	0.00	-50.17%
FILTRATION PLANTS WPAT LOAN 2 112602	MWPAT Fees		2023	3,885.00	2,817.00	1,710.00	1,710.00	574.00	0.00	-39.30%
STEPINSKI LAND ACQUISITION 091608	Principal		2024	25,000.00	25,000.00	26,000.00	26,000.00	26,000.00	26,000.00	4.00%
STEPINSKI LAND ACQUISITION 091608	Interest		2024	5,880.00	4,630.00	3,380.00	3,380.00	2,080.00	780.00	-27.00%
BYRNE AVE LINE REPL 091608	Principal		2024	20,000.00	20,000.00	24,000.00	24,000.00	24,000.00	24,000.00	20.00%
BYRNE AVE LINE REPL 091608	Interest		2024	5,120.00	4,120.00	3,120.00	3,120.00	1,920.00	720.00	-24.27%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Principal		2031	3,535.00	3,607.00	3,679.00	3,679.00	3,754.00	3,829.00	2.00%
PERCHLORATE REMEDIATION WPAT CONTRACT 1	Interest		2031	913.79	843.00	770.00	770.00	695.00	619.00	-8.66%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Principal		2031	50,106.27	51,117.00	52,148.00	52,148.00	53,201.00	54,273.00	2.02%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	Interest		2031	12,952.40	11,941.00	10,908.00	10,908.00	9,854.00	8,779.00	-8.65%
PERCHLORATE REMEDIATION WPAT CONTRACT 2	MWPAT Fees		2031	1,039.96	959.00	876.00	876.00	792.00	705.00	-8.65%
GRANITEVILLE UPGRADE MAIN	Principal		2033	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	75,000.00	0.00%
GRANITEVILLE UPGRADE MAIN	Interest		2033	28,237.50	26,838.00	25,438.00	25,438.00	24,038.00	22,538.00	-5.22%
RTE 110 UPGRADE MAIN	Principal		2033	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
RTE 110 UPGRADE MAIN	Interest		2033	10,225.00	9,725.00	9,225.00	9,225.00	8,725.00	8,225.00	-5.14%
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Principal		2037	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%
GRANITEVILLE MAIN (PATRIOT TO MAIN)	Interest		2037	8,090.00	7,490.00	7,040.00	7,040.00	6,590.00	6,140.00	-6.01%
PLEASANT ST MAIN (ABBOT TO PINE)	Principal		2037	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%
PLEASANT ST MAIN (ABBOT TO PINE)	Interest		2037	10,112.50	9,363.00	8,800.00	8,800.00	8,238.00	7,675.00	-6.01%
GROTON/DUNSTABLE ROAD	Principal		2034	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%
GROTON/DUNSTABLE ROAD	Interest		2034	9,244.83	16,638.00	14,888.00	14,888.00	13,138.00	11,388.00	-10.52%
VINEBROOK WATER MAIN EXTENSION BETTERME	Principal		2038	0.00	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%
VINEBROOK WATER MAIN EXTENSION BETTERME	Interest		2038	13,254.79	30,650.00	27,900.00	27,900.00	25,150.00	22,400.00	-8.97%
DEBT BORROWED NOT BUDGETED	Debt	Estimated Debt		160,000.00	432,408.00	600,615.00	600,615.00	579,936.00	933,672.00	38.90%
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt		109,845.91						
TOTAL WATER ENTERPRISE DEBT				1,273,351.37	1,515,001.00	1,587,804.00	1,587,804.00	1,551,535.00	1,366,743.00	4.81%

			YEAR OF LOAN	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022
STORMWATER ENTERPRISE DEBT			EXPIRATION	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
10 WHEEL DUMPTRUCK: HIGHWAY	Principal	2024		0.00	3,000.00	3,000.00	3,000.00	3,000.00	2,295.00	0.00%
10 WHEEL DUMPTRUCK: HIGHWAY	Interest	2024		0.00	225.00	165.00	165.00	105.00	45.00	-26.67%
MAIN STREET RECONSTRUCTION	Principal	2029		0.00	78,206.00	78,206.00	78,206.00	78,206.00	78,206.00	0.00%
MAIN STREET RECONSTRUCTION	Interest	2029		0.00	32,003.00	28,093.00	28,093.00	24,182.00	20,272.00	-12.22%
OAK HILL RECONSTRUCTION PROJECT	Principal	Estimated Debt		0.00	0.00	0.00	0.00	101,000.00	181,800.00	
OAK HILL RECONSTRUCTION PROJECT	Interest	Estimated Debt		0.00	40,400.00	36,360.00	36,360.00	76,760.00	0.00	-10.00%
CULVERT DESIGN, PERMITTING & REPLACEMENT	Principal	Estimated Debt		0.00	25,000.00	0.00	0.00	75,000.00	44,000.00	-100.00%
CULVERT DESIGN, PERMITTING & REPLACEMENT	Interest	Estimated Debt		0.00	21,250.00	15,000.00	15,000.00	63,750.00	45,000.00	-29.41%
DRAINAGE IMPROVEMENT PROGRAM	Principal	Estimated Debt		0.00	66,000.00	0.00	0.00	66,000.00	30,000.00	-100.00%
DRAINAGE IMPROVEMENT PROGRAM	Interest	Estimated Debt		0.00	28,050.00	0.00	0.00	28,050.00	0.00	-100.00%
INTEREST ON SHORT-TERM DEBT	Interest	Estimated Debt		0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL STORMWATER ENTERPRISE DEBT				0.00	294,134.00	160,824.00	160,824.00	516,053.00	401,618.00	-45.32%
DESCRIPTION	FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022	FISCAL 2022		
	ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC	\$ INC/DEC		
SHORT TERM DEBT	2,000.00	40,000.00	43,300.00	43,300.00	43,300.00	43,300.00	8.25%	3,300.00		
INTEREST ON SHORT-TERM DEBT		40,000.00	40,000.00	40,000.00	40,000.00	40,000.00	0.00%	-		
MISCELLANEOUS INTEREST								-		
BOND ISSUANCE COSTS	2,000.00		3,300.00	3,300.00	3,300.00	3,300.00		3,300.00		
SUMMARY				FISCAL 2020	FISCAL 2021	FISCAL 2022	FISCAL 2022	FISCAL 2023	FISCAL 2024	FISCAL 2022
				ACTUAL	BUDGET	REQUEST	TMR	PROJECTED	PROJECTED	% INC/DEC
TOTAL EXEMPTED DEBT(G/F)				5,973,187.29	4,510,020.00	4,570,850.00	4,570,850.00	4,947,738.00	3,673,050.00	1.35%
TOTAL NON EXEMPTED DEBT(G/F)				1,340,582.32	1,401,930.00	1,550,204.00	1,550,204.00	1,600,536.00	1,683,832.00	10.58%
TOTAL COMMUNITY PRES FUND				750,505.13	792,327.00	820,406.00	820,406.00	942,350.00	1,029,128.00	3.54%
TOTAL WATER DEBT(Water Enterprise)				1,273,351.37	1,515,001.00	1,587,804.00	1,587,804.00	1,551,535.00	1,366,743.00	4.81%
TOTAL STORMWATER ENTERPRISE DEBT				0.00	294,134.00	160,824.00	160,824.00	516,053.00	401,618.00	-45.32%
TOTAL SHORT TERM DEBT				2,000.00	40,000.00	43,300.00	43,300.00	43,300.00	43,300.00	8.25%
TOTAL APPROPRIATION				9,339,626.11	8,553,412.00	8,733,388.00	8,733,388.00	9,601,512.00	8,197,671.00	2.10%
LESS WATER(BUDGETED IN WATER ENT)				(1,273,351.37)	(1,515,001.00)	(1,587,804.00)	(1,587,804.00)	(1,551,535.00)	(1,366,743.00)	4.81%
LESS STORMWATER(BUDGET IN SW ENT)				0.00	(294,134.00)	(160,824.00)	(160,824.00)	(516,053.00)	(401,618.00)	-45.32%
LESS COMMUNITY PRES FUND				(750,505.13)	(792,327.00)	(820,406.00)	(820,406.00)	(942,350.00)	(1,029,128.00)	3.54%
APPROPRIATION G/F				7,315,769.61	5,951,950.00	6,164,354.00	6,164,354.00	6,591,574.00	5,400,182.00	3.57%

The graph below links to the debt fall of schedule, so it does include projects being considered in the future, including; debt service for improvements to the athletic complex at Westford Academy in FY22, a new center building in FY23, and a new school administration building and the Library remodeling project in FY24.



Other Information:

Debt Balance on June 30th	2020	2019	2018	2017	2016
Long-Term Indebtedness:					
Within the Gen Debt Limit					
Land Acquisition	3,988,000	4,218,000	897,000	1,677,000	2,423,000
Departmental Equipment	830,000	989,275	520,000	700,000	880,000
Sewers & Drains	415,000	465,000	90,000	185,000	280,000
Schools	9,095,000	11,865,000	14,545,000	17,115,000	19,580,000
Other Buildings	22,520,000	16,105,000	17,190,000	8,189,000	8,015,000
Engineering/Highway	2,845,000	2,405,725	-	50,000	100,000
Total Within Gen Debt Limit	39,693,000	36,048,000	33,242,000	27,916,000	31,278,000
Outside the General Debt Limit					
Schools	2,105,000	3,095,000	4,515,000	5,965,000	5,340,000
Other Outside General	-	4,014	8,028	12,042	16,056
Water	7,233,606	7,055,163	8,145,716	9,309,304	9,502,966
Total Outside Gen Debt Limit	9,338,606	10,154,177	12,668,744	15,286,346	14,859,022
Total All Long Term Debt:	49,031,606	46,202,177	45,910,744	43,202,346	46,137,022
Debt figures taken from the Town of Westford Statement of Indebtedness.					

Unclassified

940 Otherwise Unclassified

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
WATER DIRECT / INDIRECT COSTS	(459,080.00)	(575,652.00)	(575,652.00)	(467,329.00)	(467,329.00)	(467,329.00)	-18.82%	108,323.00
RECREATION DIRECT / INDIRECT COSTS	(109,721.00)	(108,049.00)	(108,049.00)	(140,130.00)	(140,130.00)	(140,130.00)	29.69%	(32,081.00)
AMBULANCE DIRECT / INDIRECT COSTS	(380,831.00)	(318,383.00)	(318,383.00)	(437,596.00)	(437,596.00)	(437,596.00)	37.44%	(119,213.00)
STORMWATER DIRECT / INDIRECT COSTS		(393,964.00)	(393,964.00)	(430,908.00)	(430,908.00)	(430,908.00)	9.38%	(36,944.00)
CATEGORY TOTAL	(949,632.00)	(1,396,048.00)	(1,396,048.00)	(1,475,963.00)	(1,475,963.00)	(1,475,963.00)	5.72%	(79,915.00)
DEPARTMENT TOTAL	(949,632.00)	(1,396,048.00)	(1,396,048.00)	(1,475,963.00)	(1,475,963.00)	(1,475,963.00)	5.72%	(79,915.00)

Description of Changes:

The direct and indirect charges have been calculated for the FY22 budget. The detail for each enterprise is located with the respective budgets in this document. To ensure that the town is capturing the true cost incurred by the enterprise, the latest completed fiscal year is recalculated against the actual assessment and the enterprise is either charged an additional surcharge in the next fiscal year to capture any additional expenses, or they are given a credit in the next fiscal year to reimburse the enterprise for any expenses that they were charged and did not incur.

Programs & Services:

The purpose of the 940 Otherwise Unclassified account is to charge the enterprise accounts for the direct and indirect costs associated with their operations. The major expenditures include health insurance, Medicare, retirement costs, a portion of general insurance, and charges for services provided by other town departments such as payroll. These charges are an offset to the 945 Unclassified Budget on the following page.

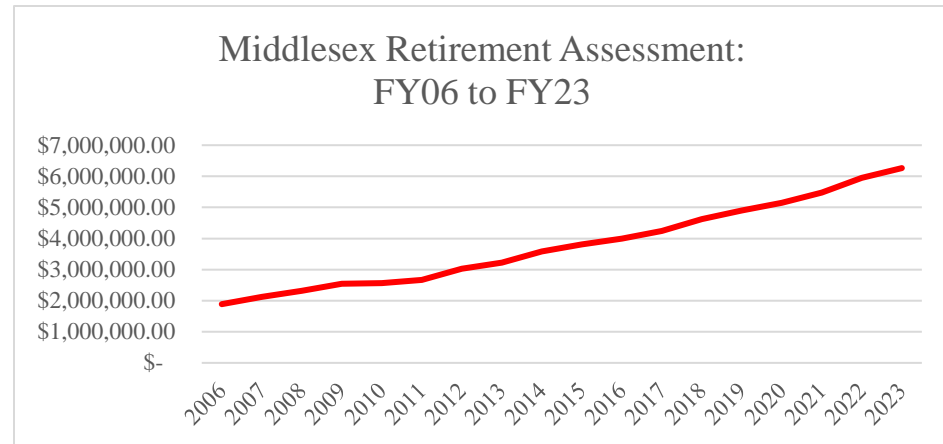
945 Unclassified

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
RETIREMENT ASSESSMENT	5,152,765.00	5,473,719.00	5,950,276.00	5,950,276.00	6,263,082.00	6,726,550.00	8.71%	476,557.00
MILITARY RETIREMENT ASSESSMENT	517.41	1,783.00	-	-	-	-	-100.00%	(1,783.00)
HEALTH INSURANCE	10,239,599.14	10,875,822.00	11,967,358.00	11,740,958.00	12,794,116.00	13,779,509.00	7.95%	865,136.00
MEDICARE PART B PENALTY	13,668.10	13,700.00	14,220.00	14,220.00	14,220.00	14,220.00	3.80%	520.00
HEALTH INSURANCE MITIGATION FOR PLAN DESIGN CHANGES								-
LIFE INSURANCE	1,577.40	5,200.00	4,000.00	4,000.00	4,000.00	4,000.00	-23.08%	(1,200.00)
MEDICARE TAX	987,762.97	1,020,000.00	1,030,000.00	1,030,000.00	1,050,000.00	1,070,000.00	0.98%	10,000.00
WORKERS COMPENSATION	480,078.00	495,000.00	553,793.00	553,793.00	581,483.00	610,557.00	11.88%	58,793.00
WORKERS COMPENSATION RUNOUT	-	-						-
UNEMPLOYMENT COMPENSATION	73,491.33	80,000.00	125,000.00	125,000.00	125,000.00	125,000.00	56.25%	45,000.00
SICK LEAVE/VAC BUY BACK-PR	45,040.12	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
HEALTH CONSULTING	11,750.00	25,000.00	-		-	-	-100.00%	(25,000.00)
HEALTH RELATED PROGRAMS	5,586.24	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
COMPREHENSIVE LIABILITY	172,453.25	160,000.00	180,000.00	180,000.00	189,000.00	198,450.00	12.50%	20,000.00
EXCESS UMBRELLA LIABILITY	12,216.35	13,000.00	13,000.00	13,000.00	13,650.00	14,333.00	0.00%	-
AUTO LIABILITY	88,262.02	90,000.00	90,000.00	90,000.00	94,500.00	99,225.00	0.00%	-
PUBLIC OFFICIALS LIABILITY	33,862.76	35,000.00	35,000.00	35,000.00	36,750.00	38,588.00	0.00%	-
EDUCATION LIABILITY	20,855.73	22,000.00	22,000.00	22,000.00	23,100.00	24,255.00	0.00%	-
POLICE/FIRE LIABILITY	71,322.81	69,550.00	72,000.00	72,000.00	75,600.00	79,380.00	3.52%	2,450.00
GENERAL LIABILITY INSURANCE	42,096.18	45,000.00	43,500.00	43,500.00	45,675.00	47,959.00	-3.33%	(1,500.00)
DEDUCTIBLES	3,168.60	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENCUMBRANCES	171,115.00							-
CATEGORY TOTAL	17,627,188.41	18,494,774.00	20,170,147.00	19,943,747.00	21,380,176.00	22,902,026.00	7.83%	1,448,973.00
DEPARTMENT TOTAL	17,627,188.41	18,494,774.00	20,170,147.00	19,943,747.00	21,380,176.00	22,902,026.00	7.83%	1,448,973.00

Description of Changes:

- The budgeted **Middlesex Retirement Assessment** for FY22 is \$5,950,276. This figure represents an 8.71% increase over the previous fiscal year. Middlesex Retirement offers a discounted rate for those participants that pay the annual assessment in full on July 1, resulting in a saving of \$105,740 for Westford. The graph to the right shows the increase of the assessment since FY06. At this time, the Middlesex Retirement System's funded ratio is 48.13%, up from 47.87% in the previous year. Westford was originally scheduled to

fully fund its pension obligation by 2035. However, due to projected returns falling short of projections, the new date to be fully funded is 2037, at which time there will be a dramatic decrease in the annual assessment and the town will only be responsible for paying the normal costs. Normal costs are defined as "the actuarially determined present value contribution needed to fund benefits which are earned for employee service rendered during the current year." For instance, had the retirement fund been fully funded for FY22, the assessment would be \$1,616,279 as opposed to \$5,950,276. The pension liability must be fully funded by 2040.



- On November 1, 2020, the town renewed its **Health Insurance** plan with Blue Cross Blue Shield (BCBS). This is the third year with BCBS after spending the previous two years with Fallon Healthcare. Non-Medicare plan increased by 4.9%, and the Medicare supplemented plan decreased by 6.5% effective January 1, 2021. At the March 22, 2014 Annual Town Meeting, the town established and appropriated \$500,000 into a health insurance stabilization fund. With this fund in place, we have lowered our estimated health insurance increase from 12% to 8% each year. The current health insurance stabilization fund is approximately 6.1% of the health insurance budget, or \$675,581, and is set aside as an emergency fund in case the town earns a higher than predicted increase in health care premium rates; sees a large migration onto the plan (currently only 57.9% of eligible personnel are on the town's health insurance); or there are more retirements than anticipated. If any of these scenarios occur, we would request a transfer from the health care stabilization fund at a town meeting to supplement the health insurance budget. If a health care supplement is not needed, then the balance would carry forward to the next fiscal year.

School & Town 945 Expenditures

Account	FY22 Budget	Town Percentage	Town Allocation	School Percentage	School Allocation	Basis for Allocation
RETIREMENT ASSESSMENT (PRELIMINARY)	5,950,276	67.59%	4,021,761	32.41%	1,928,515	FY20Actual Middlesex Retirement Employee Deduction
HEALTH INSURANCE (BASED ON FY20 ACTUALS)						
ACTIVE	9,131,376	28.30%	2,584,331	71.70%	6,547,045	FY20 Expenditures with BCBS
RETIREE	2,609,582	24.95%	651,049	75.05%	1,958,533	FY20 Expenditures with BCBS
LIFE INSURANCE	4,000	36.66%	1,466	63.34%	2,534	FY20 Life Insurance Deductions
MEDICARE PART B PENALTY	14,220	16.29%	2,316	83.71%	11,904	Based on November 2020 Invoice
MEDICARE TAX	1,030,000	28.04%	288,820	71.96%	741,180	FY20 Actual Employer Medicare Tax
WORKERS COMPENSATION	553,793	25.22%	139,682	74.78%	414,112	MIIA Property & Casualty Group
UNEMPLOYMENT COMPENSATION	125,000	28.35%	35,434	71.65%	89,566	FY20 Employee Gross Wages
SICK LEAVE/VAC BUY BACK-PR	50,000	100.00%	50,000			Town only
HEALTH RELATED PROGRAMS	10,000	100.00%	10,000			Town only
COMPREHENSIVE LIABILITY	180,000	42.25%	76,059	57.75%	103,941	MIIA Property & Casualty Group
EXCESS UMBRELLA LIABILITY	13,000	76.08%	9,890	23.92%	3,110	MIIA Property & Casualty Group
AUTO LIABILITY	90,000	74.71%	67,239	25.29%	22,761	MIIA Property & Casualty Group
PUBLIC OFFICIALS LIABILITY	35,000	100.00%	35,000	0.00%	-	MIIA Property & Casualty Group
EDUCATION LIABILITY	22,000	0.00%	-	100.00%	22,000	MIIA Property & Casualty Group
POLICE/FIRE (ACCIDENT)	72,000	100.00%	72,000	0.00%	-	MIIA Property & Casualty Group
GENERAL LIABILITY INSURANCE	43,500	81.39%	35,406	18.61%	8,094	MIIA Property & Casualty Group
DEDUCTIBLES	10,000	75.00%	7,500	25.00%	2,500	Variable Year to Year
OPEB EXPENSES	680,957	25.04%	170,517	74.96%	510,440	7-1-20 OPEB Actuarial Report (Town vs. School Net OPEB obligation)
TOTAL	20,624,704	40.04%	8,258,469	59.96%	12,366,235	

990 Transfer to/from Trusts

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
OPEB TRANSFER TO TRUST	1,011,026.00	1,218,957.00	1,218,957.00	680,957.00	1,870,951.00	2,137,201.00	-44.14%	(538,000.00)
CATEGORY TOTAL	1,011,026.00	1,218,957.00	1,218,957.00	680,957.00	1,870,951.00	2,137,201.00	-44.14%	(538,000.00)
DEPARTMENT TOTAL	1,011,026.00	1,218,957.00	1,218,957.00	680,957.00	1,870,951.00	2,137,201.00	-44.14%	(538,000.00)

- The **OPEB Trust** (Other Post-Employment Benefits besides pensions, such as health and life insurance) contribution is being funded at \$680,957 in FY22. Due to the COVID-19 pandemic, the town is projected to lose approximately \$538,000 in rooms occupancy and meals excise taxes. By tying the temporary reduction in OPEB contribution, the funding may be restored as local hotels and restaurants start to receive more business. In 2004, the General Accounting Standards Board (GASB) issued Statement 45 that required governmental entities to recognize the cost of OPEB's when they are earned (when the employees are working) rather than when they are paid. At the March 2011 Annual Town Meeting, a motion was passed to establish an irrevocable trust fund. Westford's last GASB 74 & 75 measurement period was June 30, 2020, and it showed that Westford had a \$72,133,454 net OPEB liability. The Town is scheduled to have another actuarial study performed in FY21.

To date, the current balance in the OPEB Stabilization Account as of November 30, 2020 is \$8,424,175. The general funds' share is \$7,487,859 and the water enterprise has a balance of \$936,316. At the June 2021 Annual Town Meeting, we are proposing to fund an additional \$680,957 towards the liability. This figure was calculated by level funding the OPEB appropriation raised within the budget in FY21 of \$1,218,957 less the projected decrease in rooms occupancy and meals excise taxes.

A link to the GASB 74 and GASB 75 reports can be found [here](#).

Community Preservation

240 Community Preservation Fund

Mission Statement:

The CPC's mission is to work collaboratively with residents, advocates, and local officials to review and prioritize the affordable housing, open space, historical restoration, and recreation needs of the community.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
SUPPORT STAFF	4,500.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
CATEGORY TOTAL	4,500.00	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
EXPENSES								
ADMIN EXPENSES	4,439.80	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
CATEGORY TOTAL	4,439.80	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
DEBT SERVICE								
EAST BOSTON CAMPS - PRINCIPAL								-
EAST BOSTON CAMPS - INTEREST								-
TOWN HALL - PRINCIPAL	40,850.00	49,450.00	49,450.00	49,450.00	49,450.00	49,450.00	0.00%	-
TOWN HALL - INTEREST	29,489.28	20,167.00	17,695.00	17,695.00	15,222.00	12,750.00	-12.26%	(2,472.00)
ROUDENBUSH - PRINCIPAL	180,000.00	180,000.00	198,000.00	198,000.00	202,500.00	306,000.00	10.00%	18,000.00
ROUDENBUSH - INTEREST	163,075.02	195,547.00	188,348.00	188,348.00	180,428.00	172,328.00	-3.68%	(7,199.00)
ADAMS PROPERTY - PRINCIPAL	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	0.00%	-
ADAMS PROPERTY - INTEREST	132,090.83	142,163.00	131,913.00	131,913.00	125,763.00	119,613.00	-7.21%	(10,250.00)
WA AMENTIES BLDG - PRINCIPAL					163,987.00	163,987.00		-
WA AMENTIES BLDG - INTEREST								-
INTEREST ON SHORT TERM DEBT			30,000.00	30,000.00				30,000.00
CATEGORY TOTAL	750,505.13	792,327.00	820,406.00	820,406.00	942,350.00	1,029,128.00	3.54%	28,079.00
DEPARTMENT TOTAL	759,444.93	807,327.00	835,406.00	835,406.00	957,350.00	1,044,128.00	3.48%	28,079.00

Description of Changes:

The Support Staff and Admin Expenses line items are level funded for FY22. The rehabilitation of the town hall was completed in 2010 and the bond is scheduled to be paid in full in FY30. At the March 2017 Town Meeting, the Town voted to authorize the Rehabilitation, Preservation, and

Accessibility Improvements for the Roudenbush Building located at 65 Main Street. The total amount authorized was \$7,012,612, with \$6,300,000 of the bond to be repaid by the Community Preservation Committee, and \$712,612 to be repaid through non-excluded debt service. This bond is scheduled to be fully paid in FY39. At the March 2018 Town Meeting, the Town voted to authorize the Town to borrow \$4,293,000 for the purchase of the Adams land for open space. An additional \$477,000 was appropriated from the Community Preservation Committee Undesignated Fund Balance to bring the total to \$4,770,000. This bond is also scheduled to be paid in full in FY39. Lastly, at the October 2020 Special Town Meeting, the town authorized the borrowing of \$1,344,152 for the construction of a new amenities building at Westford Academy's Trustees Field. At the time this budget was prepared, the project was not yet completed and the bond had not been issued.

Other Metrics:

Revenue History					
Fiscal Year	Penalties / Interest	CPA Surcharge	CPA - State Share	Earnings on Investments	Total
2003	1,395.53	927,877.35	815,485.00	32,765.41	1,777,523.29
2004	2,724.99	1,010,454.76	924,436.00	76,600.82	2,014,216.57
2005	1,820.31	1,077,557.22	1,005,454.00	120,934.60	2,205,766.13
2006	1,433.27	1,139,232.16	1,078,627.00	116,414.27	2,335,706.70
2007	1,978.27	1,188,066.11	1,137,231.00	197,197.75	2,524,473.13
2008	2,348.42	1,220,210.29	1,190,322.00	289,460.41	2,702,341.12
2009	2,204.36	1,250,223.28	885,461.00	228,229.44	2,366,118.08
2010	2,527.72	1,284,730.99	485,429.00	175,070.12	1,947,757.83
2011	2,929.67	1,303,521.74	386,547.00	144,429.70	1,837,428.11
2012	2,355.58	1,361,387.74	385,895.00	106,484.46	1,856,122.78
2013	2,488.53	1,407,988.61	402,455.00	41,425.07	1,854,357.21
2014	2,915.23	1,456,660.02	818,612.00	63,390.85	2,341,578.10
2015	3,840.41	1,568,218.57	514,377.00	72,906.91	2,159,342.89
2016	4,048.90	1,644,891.63	513,583.00	96,236.22	2,258,759.75
2017	3,933.95	1,702,514.48	373,932.00	106,405.88	2,186,786.31
2018	4,094.86	1,755,499.88	324,179.00	146,892.05	2,230,665.79
2019	4,685.50	1,853,920.51	381,872.00	130,040.91	2,370,518.92
2020	5,406.12	1,965,218.56	500,852.00	190,616.28	2,662,092.96
Total	53,131.62	25,118,173.90	12,124,749.00	2,335,501.15	39,631,555.67

Enterprise

600 Water Enterprise

Mission Statement:

The goal of the Water Department is to provide dependable and responsive water utility service in a manner that meets State and Federal requirements and the needs of its customers. We are committed to customer service and teamwork consistent with the standards of the Town of Westford. We strive to sustain operations through maximizing efficiency and minimizing operational costs while continuing to meet increased regulation, additional treatment requirements, and rising expectations. The Water Department is focused on supporting the growth of the Town and meeting the increasing demand for safe, reliable water.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
SUPERINTENDENT	120,000.18	91,800.00	112,200.00	112,200.00	112,200.00	112,200.00	22.22%	20,400.00
GIS/PROJECT MANAGEMENT ANALYST	-	66,300.00	67,626.00	67,626.00	67,626.00	67,626.00	2.00%	1,326.00
BUSINESS MANAGER	96,599.92							-
RECORDS SUPERVISOR II	128,631.58	133,026.00	194,623.00	194,623.00	196,815.00	199,854.00	46.30%	61,597.00
ADMINISTRATIVE ASSISTANT	36,263.28	46,500.00	-	-	-	-	-100.00%	(46,500.00)
TREATMENT MANAGER	88,065.01	88,937.00	91,623.00	91,623.00	91,623.00	91,623.00	3.02%	2,686.00
COMPLIANCE MANAGER	82,374.96	82,779.00	85,701.00	85,701.00	85,701.00	85,701.00	3.53%	2,922.00
LABORER	461,077.54	521,896.00	515,110.00	515,110.00	521,562.00	527,689.00	-1.30%	(6,786.00)
SEASONAL STAFF	8,418.24	15,715.00	16,029.00	16,029.00	16,029.00	16,029.00	2.00%	314.00
SCHEDULED OVERTIME	61,881.60	64,113.00	64,593.00	64,593.00	64,944.00	64,944.00	0.75%	480.00
OVERTIME - NON SCHED	20,416.42	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
STIPENDS / LICENSES	17,252.34	17,325.00	15,175.00	15,175.00	15,175.00	15,175.00	-12.41%	(2,150.00)
LONGEVITY	17,643.00	17,850.00	15,850.00	15,850.00	16,350.00	16,850.00	-11.20%	(2,000.00)
ON CALL	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	24,700.00	0.00%	-
SICK LEAVE / VACATION BUYBACK	1,933.67	2,000.00	2,040.00	2,040.00	2,040.00	2,040.00	2.00%	40.00
COMPENSATION RESERVE	-	11,680.00	7,144.00	7,144.00	14,430.00	21,861.00	-38.84%	(4,536.00)
CATEGORY TOTAL	1,165,257.74	1,219,621.00	1,247,414.00	1,247,414.00	1,264,195.00	1,281,292.00	2.28%	27,793.00

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
EXPENSES								
SPECIAL DETAILS	6,743.63	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
UNIFORM ALLOWANCES	6,810.81	8,600.00	8,600.00	8,600.00	8,600.00	8,600.00	0.00%	-
ELECTRICITY	150,535.65	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	0.00%	-
HEATING FUEL	37,025.42	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	0.00%	-
BUILDING MAINTENANCE	36,855.43	55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VEHICLE MAINTENANCE	12,887.26	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE EQUIPMENT MAINTENANCE	6,859.28	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
IT MAINTENANCE SUPPORT	23,358.06	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
WATER INFRASTRUCTURE MAINT.	96,635.77	96,904.00	97,000.00	97,000.00	97,000.00	97,000.00	0.10%	96.00
WELL REPAIRS / IMPROVEMENTS	55,693.60	62,984.00	65,000.00	65,000.00	65,000.00	65,000.00	3.20%	2,016.00
LEAK SURVEY SERVICES	6,290.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
LABORATORY SERVICES	22,931.62	52,850.00	52,850.00	52,850.00	52,850.00	52,850.00	0.00%	-
LEGAL SERVICES	350.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	0.00%	-
DRUG AND ALCOHOL TESTING	465.00	700.00	700.00	700.00	700.00	700.00	0.00%	-
TRAINING & DEVELOPMENT	8,551.09	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
ENGINEERING SERVICES	11,276.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
CONTRACTED SERVICES	6,561.32	7,500.00	7,500.00	7,500.00	7,500.00	7,500.00	0.00%	-
POSTAGE	18,361.15	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
TELEPHONE	12,168.11	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	0.00%	-
ADVERTISING - LEGAL	953.38	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
CONSUMER AWARENESS	8,334.86	10,500.00	10,500.00	10,500.00	10,500.00	10,500.00	0.00%	-
GASOLINE	17,380.38	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
OFFICE SUPPLIES	6,934.05	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
HARDWARE SUPPLIES	4,158.26	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00	0.00%	-
OFFICE EQUIPMENT	12.58							-
RESURFACE MATERIAL	26,165.08	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
WELL TREATMENT / CHEMICALS	201,443.98	225,000.00	225,000.00	225,000.00	225,000.00	225,000.00	0.00%	-
PIPE & PIPE SUPPLIES	58,462.99	67,912.00	70,000.00	70,000.00	70,000.00	70,000.00	3.07%	2,088.00
METER REPLACEMENT	24,086.79	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
HYDRANT REPLACEMENTS	2,788.90	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
DEP ASSESSMENTS	4,228.67	5,100.00	5,100.00	5,100.00	5,100.00	5,100.00	0.00%	-
MEETINGS & CONFERENCES	151.07	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
DUES AND MEMBERSHIPS	2,593.90	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	0.00%	-
STORMWATER UTILITY FEE		7,200.00	7,200.00	7,200.00	7,200.00	7,200.00	0.00%	-
APPROVED SPECIAL EXPENSES	19,400.00							-
XFER TO GF - DIRECT/INDIRECT COSTS	459,080.00	553,970.00	562,770.00	437,818.00	437,818.00	437,818.00	-20.97%	(116,152.00)
OPEB TRUST EXPENSE	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
ENCUMBRANCES	89,392.00							-
CATEGORY TOTAL	1,475,926.09	1,682,720.00	1,695,720.00	1,570,768.00	1,570,768.00	1,570,768.00	-6.65%	(111,952.00)
DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
RESERVE FUND								
EMERGENCY RESERVE FUND		250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-
TRANSFERS								-
CATEGORY TOTAL	-	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	-

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PRINCIPAL & INTEREST								
MWPAT FILTRATION 1 - PRINCIPAL	100,657.43	100,270.00					-100.00%	(100,270.00)
MWPAT FILTRATION 1 - INTEREST	2,360.79	-						-
MWPAT FEES	457.50	233.00					-100.00%	(233.00)
MWPAT FILTRATION 2 - PRINCIPAL	481,373.94	501,894.00	525,119.00	525,119.00	527,850.00		4.63%	23,225.00
MWPAT FILTRATION 2 - INTEREST	36,058.76	24,458.00	12,188.00	12,188.00	-		-50.17%	(12,270.00)
MWPAT FEES	3,885.00	2,817.00	1,710.00	1,710.00	574.00		-39.30%	(1,107.00)
UPGRADE BYRNE AVE MAIN - PRINCIPAL	20,000.00	20,000.00	24,000.00	24,000.00	24,000.00	24,000.00	20.00%	4,000.00
STEPINSKI LAND - PRINCIPAL	25,000.00	25,000.00	26,000.00	26,000.00	26,000.00	26,000.00	4.00%	1,000.00
UPGRADE BYRNE AVE MAIN - INTEREST	5,120.00	4,120.00	3,120.00	3,120.00	1,920.00	720.00	-24.27%	(1,000.00)
STEPINSKI LAND - INTEREST	5,880.00	4,630.00	3,380.00	3,380.00	2,080.00	780.00	-27.00%	(1,250.00)
WPAT PERCHLORATE CONTRACT 1 - PRINCIPAL	3,535.00	3,607.00	3,679.00	3,679.00	3,754.00	3,829.00	2.00%	72.00
WPAT PERCHLORATE CONTRACT 2 - PRINCIPAL	50,106.27	51,117.00	52,148.00	52,148.00	53,201.00	54,273.00	2.02%	1,031.00
WPAT PERCHLORATE CONTRACT 1 - INTEREST	913.79	843.00	770.00	770.00	695.00	619.00	-8.66%	(73.00)
WPAT PERCHLORATE CONTRACT 2 - INTEREST	12,952.40	11,941.00	10,908.00	10,908.00	9,854.00	8,779.00	-8.65%	(1,033.00)
MWPAT FEES	1,039.96	959.00	876.00	876.00	792.00	705.00	-8.65%	(83.00)
GRANITEVILLE UPGRADE MAIN-PRINCIPAL	70,000.00	70,000.00	70,000.00	70,000.00	75,000.00	75,000.00	0.00%	-
GRANITEVILLE UPGRADE MAIN-INTEREST	28,237.50	26,838.00	25,438.00	25,438.00	24,038.00	22,538.00	-5.22%	(1,400.00)
RTE 110 UPGRADE MAIN-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
RTE 110 UPGRADE MAIN-INTEREST	10,225.00	9,725.00	9,225.00	9,225.00	8,725.00	8,225.00	-5.14%	(500.00)
GRANITEVILLE MAIN (PATRIOT TO MAIN)-PRINCIPAL	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	0.00%	-
GRANITEVILLE MAIN (PATRIOT TO MAIN)-INTEREST	8,090.00	7,490.00	7,040.00	7,040.00	6,590.00	6,140.00	-6.01%	(450.00)
PLEASANT ST MAIN (ABBOT TO PINE)-PRINCIPAL	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	0.00%	-
PLEASANT ST MAIN (ABBOT TO PINE)-INTEREST	10,112.50	9,363.00	8,800.00	8,800.00	8,238.00	7,675.00	-6.01%	(563.00)
GROTON/DUNSTABLE PRINCIPAL	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00	0.00%	-
GROTON/DUNSTABLE INTEREST	9,244.83	16,638.00	14,888.00	14,888.00	13,138.00	11,388.00	-10.52%	(1,750.00)
VINE BROOK PRINCIPAL		55,000.00	55,000.00	55,000.00	55,000.00	55,000.00	0.00%	-
VINE BROOK INTEREST	13,254.79	30,650.00	27,900.00	27,900.00	25,150.00	22,400.00	-8.97%	(2,750.00)
SUBTOTAL - ISSUED BONDS	1,003,505.46	1,082,593.00	987,189.00	987,189.00	971,599.00	433,071.00	-8.81%	(95,404.00)
PROSPECT HILL WATER TANK	160,000.00	281,200.00	267,404.00	267,404.00	225,234.00	219,996.00	-4.91%	(13,796.00)
TOWN FARM TANK REHABILITATION		28,800.00	116,000.00	116,000.00	105,600.00	103,200.00	302.78%	87,200.00
NABNASSET AREA WATER SYSTEM IMPROVEMENTS		24,000.00	37,583.00	37,583.00	47,000.00	217,375.00	56.60%	13,583.00
FILTER MEDIA REPLACEMENT (NUTTING RD TREATMENT FACIL)		70,958.00			24,000.00	71,500.00	-100.00%	(70,958.00)
KIRSI CIRCLE MAIN REPLACEMENT		27,450.00	179,628.00	179,628.00	161,040.00	157,380.00	554.38%	152,178.00
FORGE VILLAGE PUMP STATIONS 1&2 UPGRADES					17,062.00	53,083.00		-
UPGRADE ULTRAVIOLET DISINFECTION SYSTEM-FORGE VILLAGE						20,400.00		-
BOSTON ROAD 12" WATER MAIN						63,750.00		-
FRANCIS HILL TAN REHABILITATION						26,988.00		-
INTEREST ON SHORT-TERM DEBT	109,845.91							-
SUBTOTAL - NON-ISSUED BONDS	269,845.91	432,408.00	600,615.00	600,615.00	579,936.00	933,672.00	38.90%	168,207.00
CATEGORY TOTAL	1,273,351.37	1,515,001.00	1,587,804.00	1,587,804.00	1,551,535.00	1,366,743.00	4.81%	72,803.00
DEPARTMENT TOTAL	3,914,535.20	4,667,342.00	4,780,938.00	4,655,986.00	4,636,498.00	4,468,803.00	-0.24%	(11,356.00)

Goals:**Business**

- Maintain Accounts Receivables at 20 days DSO or less.
- Maintain over 60 days old receivables at less than 15% of total receivables.
- Minimize liens through increased monthly collection efforts.
- Maintain user rates and fees at current levels.
- Replace and Test 300 Residential 5/8" Meters.
- Create Electronic Applications/Forms for New Service Applications
- Implement Fixed Meter Reading Network.

Environmental Compliance/Regulatory

- Conduct repeat Cross Connection Surveys at 20% of potentially hazardous locations.
- Perform Leak Detection Survey on 50% of the Water Distribution.
- Continue with reduction of Disinfection By-Product Concentrations through process adjustments and distribution system analysis.
- Develop and Conduct Emergency Response Planning Trainings.
- Establish sodium concentration database for wells and surface water bodies.
- Finalize, Publish, and Implement Departmental Health and Safety Plan.
- Implement Hach Claros to optimize process control.
- Conduct interior inspections of the Francis Hill, Hildreth Hills, and Town Farm Storage Tanks.

Operations

- Inspect 1,025 fire hydrants twice per year and exercise 200 critical water distribution system gate valves per the Department's Flushing and Valve Maintenance Program.
- Automate field inspection reports and water service/gate card forms using PeopleGIS or DoForms.
- Inspect & Exercise 200 Gate Valves.
- Repair 45 gate valve boxes and 20 curb boxes.
- Replace four fire hydrants through the Fire Hydrant Replacement Program.
- Revise flushing program to incorporate pre-flush gate valve exercising program.

- Complete fire hydrant inventory and information database. Install Hydrant Asset ID Tags.
- Paint 500 Fire Hydrants.
- Clean and inspect the Forge Village Road and Nutting Road Water Treatment Plant clearwells.
- Test all source meters for water auditing purposes.
- Clean and redevelop three Water Supply Wells (Cote Well, Fletcher Well, & Howard Road Wells).
- Maintain Unaccounted for Water at less than 10%.

Description of Changes:

- The **FY22 Capital Budget** request for **bonded projects** is **\$1,566,000** for the Oak Hill/Plain/Moore Roads water main replacement. **FY22 Non-Bonded Capital** request of **\$45,000** to replace a 4x4 SUV.
- The **FY22 Debt Service** budget **decreased** by **\$39,997** or **0.86%** based on the debt obligations of the FY22 requested bonding projects.
- The **FY22 Personnel Services** expenses **increased** by **\$27,793** or **2.28%** from the prior fiscal year's budget. Most of the increase is a result of a 2% budgeted increase for Union and management positions.
- The **FY22 Operating & Maintenance** expense budget **decreased** by **\$111,952** or **6.65%** from the FY21 budget. The major factor contributing to the increase is the increase of indirect expenses as a result of health insurance increases.
- Included in the FY22 budget package is a section named **"Westford Water Long Range Plan Projections"** which projects future water rates through FY29. The current LRP indicates that the water rates should be adequate through FY21. An 8% rate increase is projected for FY24 which will be the first rate increase since 2009 (15 years). These projections include future capital requirements and debt service requirements based on the **2017 Master Plan**. Details of specific Capital Improvements are noted in Capital Summary schedule which displays projects through FY27.

Programs & Services:

In 2012, the Executive Office of Energy and Environmental Affairs (EEA) created the Sustainable Water Management Advisory Committee. This Committee, comprised of a wide range of stakeholders, and supported by staff from the Department of Environmental Protection (MassDEP), the Department of Fish and Game (DFG), and the Department of Conservation and Recreation (DCR), worked with the Water Management Act Advisory Committee and the Water Resources Commission to develop the Sustainable Water Management Initiative: Final Framework (SWMI).

The framework created a groundwater and surface water withdrawal allocation program designed to satisfy the Commonwealth's water needs while recognizing ecological issues such as low streamflow, the overall biological health of the aquatic habitat, and the sustainability of our freshwater resources; which eventually led to revisions to the permitting regulations under the Water Management Act (WMA) Program.

The Town of Westford Water Department currently operates under the terms and conditions of a 20-Year Water Management Act Permit issued by MassDEP that is slated to expire in 2018. Based on the newly revised regulations of the Water Management Act and our most recent Draft Permit, we anticipate decreases in our total authorized withdrawal volume, as well as, the maximum authorized daily withdrawal from each of our nine groundwater sources. Furthermore, we are expecting increases in performance standards for both Residential Gallons Per Capita Day Water Use (RGPCD) and Unaccounted-for-Water (UAW), demand management, water conservation requirements, and seasonal limitations on Nonessential Outdoor Water Use.

The Town, currently permitted to withdraw up to 2.44 million gallons per day (MGD), is likely to see its permitted allowance reduced to 1.79 MGD. Additionally, we expect that the allowable RCPGD use will be reduced from 80 to 65 gallons and UAW from 15% to 10%. The Town of Westford's total groundwater withdrawal in 2015 was 624.422 million gallons, which calculates to an average daily withdrawal of 1.71 million gallons per day. The residential gallons per capita day use was calculated to be 68 gallons and the system's unaccounted-for-water use was estimated to be 8.6% or 51.3 million gallons. Though we are operating within the anticipated permitted allowance and the performance standard for UAW, increased efforts will be required to reduce seasonal (summer) outdoor use to meet the new RGPGD requirement. As we have seen with newly released permits throughout the Commonwealth, it is expected that Westford will be required to limit nonessential water use through mandatory restrictions from May 1st through September 30th, including restricting the irrigation of lawns via sprinklers or automatic irrigation systems to 1-2 days per week, depending on streamflow or drought conditions.

Current demand projections predict the average day demand in Westford in 2030 will reach 2.0 million gallons per day. To meet this demand, the Town will likely need to request an increase to its permit above the expected 1.71 MGD, which could require costly gallon for gallon mitigating measures, such as sewer infiltration and inflow improvements, stormwater recharge, dam removal, culvert replacement, stream or habitat restoration, private well bylaws, the creation of a stormwater utility or bylaw, acquisition of property for resource protection, and installation of fish ladders. The impact of mandated seasonal restrictions could potentially reduce water revenue 20-25%. We anticipate that rate increases will ultimately be required for the Town to maintain its aging water infrastructure, meet the new regulatory requirements, and secure a permitted increase in water withdrawal to meet future demand.

Personnel:

Position	FTE	Unit	Salary	Longevity	Stipends/Licenses	Total
Water Superintendent	1.0	EXEM	112,200.00		1,625.00	113,825.00
GIS Project Management Analyst	1.0		67,626.00		350.00	67,976.00
Records Supervisor II	3.0	CWA	194,623.00	2,800.00		197,423.00
Water Operations Manager	1.0	EXEM	91,623.00	1,600.00	1,825.00	95,048.00
Environmental Compliance Manager	1.0	EXEM	85,701.00	850.00	1,475.00	88,026.00
Water Foreman	2.0	CWA	149,208.00	5,200.00	2,500.00	156,908.00
Water Laborer	6.0	CWA	365,902.00	5,400.00	7,400.00	378,702.00
Seasonal Staff			16,029.00			16,029.00
Scheduled Overtime			64,593.00			64,593.00
Overtime - Non Scheduled			35,000.00			35,000.00
On Call			24,700.00			24,700.00
Sick Leave / Vacation Buyback			2,040.00			2,040.00
Compensation Reserve			7,144.00			7,144.00
Total Personal Services	15.0		1,216,389.00	15,850.00	15,175.00	1,247,414.00

ORG	DESCRIPTION	FY22 % Allocation	FY22 TMgr Rec	FY22 Allocation TMgr Rec
INDIRECT COSTS				
123	TOWN MANAGER	2.10%	435,956	9,134
132	FINANCE DIRECTOR	2.10%	152,039	3,186
135	ACCOUNTING	2.10%	296,246	6,207
135	AUDIT SERVICES	2.10%	38,750	812
145	TREASURER/COLLECTOR - PERS SVCS	2.10%	260,278	5,454
152	HUMAN RESOURCES	1.73%	236,757	4,099
155	TECHNOLOGY-Personal Services	2.10%	338,439	7,091
155	TECHNOLOGY-Munis - Charged Directly	2.10%		0
	GENERAL INSURANCE:			
	Workers Compensation	3.71%	553,793	20,525
	Unemployment Compensation	1.73%	150,000	2,597
	Comprehensive Liability	5.61%	180,000	10,104
	Excess Umbrella Liability	5.64%	13,000	734
	Auto Liability	7.17%	90,000	6,452
	Public Officials Liability	23.28%	35,000	8,147
	General Liability Insurance	0.00%	43,500	0
	Total Indirect Costs			84,542
DIRECT COSTS				
	HEALTH INSURANCE ACTIVE EMPLOYEES	100.00%		108,384
	HEALTH INSURANCE RETIRED EMPLOYEES	100.00%		29,498
	LIFE INSURANCE ACTIVE EMPLOYEES	100.00%		73
	LIFE INSURANCE RETIRED EMPLOYEES	100.00%		13
	F.I.C.A. MEDICARE	100.00%		11,485
	RETIREMENT	4.09%	5,950,276	210,881
	LESS STORMWATER DIRECT/INDIRECT COSTS			(29,841)
	DPW DIRECTOR	50.00%	135,252	67,626
	DPW BUSINESS MANAGER	50.00%	106,121	53,061
	DPW RECORDS SUPERVISOR	50.00%	(56,501)	(28,251)
	Total Direct Costs			422,929
	Less Credit Due From FY20 Actual Expenses			(40,141)
TOTAL FOR WATER ENTERPRISE				467,330
Direct and Indirect Budget				437,818
OPEB Trust				29,511

630 Recreation Enterprise

Mission Statement:

The mission of the Recreation Enterprise is to enhance the quality of life through enriching experiences that support the Westford Community. The department provides high quality, safe services designed to meet the year-round interests of the community. Programs and activities are provided in an efficient, cost-effective, affordable, and inclusive manner.

Goals:

- Rebuild programming and revenue as we recover from the impacts of COVID -19.
- Continue to offer year-round affordable programs and services for the widely varied demographic in Westford.
- Continue working with the Finance Director and Town Accountant to increase financial transparency through streamlined budget documents.

Programs & Services:

The COVID pandemic dramatically changed the dynamics of group gatherings and social interactions. As a result, there was an associated impact on Recreation programming revenue over the last two fiscal years. The FY22 budget creates capacity for a return to regular programming. The Parks & Recreation Department will continue to work closely with the Parks & Recreation Commission, Town Manager, Finance Director and Town Accountant to closely monitor Recreation Enterprise finances, making appropriate adjustments based on revenue and expenses.

For FY22, the total Recreation Enterprise budget is \$1,429,996. Since FY19, payroll expense for the Director, Assistant Director, and Office Manager are removed from the 650 Parks and 491 Cemetery budgets. These salaries are now captured in the Recreation Enterprise Budget and partial offset via a reduction in Direct/Indirect charges assessed to the Recreation Enterprise Budget.

The Recreation Enterprise budget funds the salaries of all Recreation Management and Administration, program staff, direct costs of employee benefits (Health, F.I.C.A., Medicare, Retirement), a portion of indirect costs for operational support from other Town Departments (Town Manager, Accounting, Audit Services, Finance Director, Treasurer/Collector, Human Resources, and Technology), Insurance (Worker's Compensation, Unemployment Compensation, Comprehensive Liability, Excess Umbrella Liability, Public Officials Liability, General Liability), and all program related expenses.

The policy for direct and indirect costs requires the town to calculate the actual expenses incurred by each enterprise for the most recently completed fiscal year. That credit or additional charge is then applied to the following years' direct and indirect expense calculation. This figure will continue to fluctuate from year to year.

Examples of programming include:

- **Adult**-Aikido, Archery, Badminton, CPR/AED/First Aid, Cardio and Fitness Fun, Couch to 5K, Adult Premier Golf School with Seth Dichard, Qi Gong and Tai Chi, Tennis, Volleyball (Co-ed) Beginner to Intermediate
- **Youth**-Junior Premier Golf School with Seth Dichard, Fall Cross Country Track, Nitehawks Winter Indoor Track and Field, Junior Volleyball for Girls, Impact Speed & Agility with D.J. Brock
- **Pre-school**-FitPlay, Lil' Chippers Golf, No-Bake Cooking for Little Chefs, Soccer for Pre-K/Kindergarten, Soccer for Tiny-Tots, Hockey - Nashoba Learn to Play Hockey & Learn to Skate
- **Weekly Summer Programming**- During the summer our department offers a variety of weekly programs for ages 4-16 that keep participants engaged, active, and entertained. Some of these programs include Kids Club, and Destination Exploration. Each of these programs has a variety of activities, including sports, fishing, swimming, swim lessons, arts and crafts, and field trips to name a few.
- **Westford Partnership for Children (WPC)** is an afterschool enrichment program run by the Recreation Department, in partnership with the Westford Public Schools. WPC is offered in all six elementary schools and at Stonybrook Middle School. Programming begins at the close of school each day and runs through 6:00 pm. Each day is divided into 3 activity blocks, with a variety of activities including homework club, computers, STEM, sports & games, and arts & crafts. The WPC program offers exceptional quality, flexibility and affordability to parents, and continues to be one of the most popular programs run by the department.

Description of Changes:

Personal Services:

FY22 Personal Services increases are primarily associated with union contracts. The Other Staff was reduced by \$50,000 to attempt to reduce costs to balance the budget and due to the uncertainty regarding the participation for next year's programming. The Other Recreation Staff line funds hourly, part time summer/seasonal program staff.

Expenses:

The majority of the expense lines remain unchanged.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
DIRECTOR	112,543.68	114,795.00	117,091.00	117,091.00	117,091.00	117,091.00	2.00%	2,296.00
ASSISTANT DIRECTOR	85,396.58	88,942.00	94,357.00	94,357.00	94,357.00	94,357.00	6.09%	5,415.00
OFFICE MANAGER	65,804.02	66,865.00	68,201.00	68,201.00	68,201.00	68,201.00	2.00%	1,336.00
ADMIN ASSISTANT	47,714.17		53,792.00	53,792.00	55,867.00	56,081.00		53,792.00
RECREATION SUPERVISOR/ASST	366,407.30	475,113.00	436,692.00	436,692.00	450,792.00	465,605.00	-8.09%	(38,421.00)
OTHER RECREATION STAFF	243,294.51	380,000.00	400,000.00	350,000.00	420,000.00	440,000.00	-7.89%	(30,000.00)
SHARED - LONGEVITY	5,345.50	6,083.00	6,083.00	6,083.00	6,683.00	7,889.00	0.00%	-
CATEGORY TOTAL	926,505.76	1,131,798.00	1,176,216.00	1,126,216.00	1,212,991.00	1,249,224.00	-0.49%	(5,582.00)
EXPENSES								
ELECTRICITY	697.06	795.00	795.00	795.00	795.00	795.00	0.00%	-
WATER	131.39	235.00	235.00	235.00	235.00	235.00	0.00%	-
BUILDING MAINTENANCE	70.00	800.00	-	-	-	-	-100.00%	(800.00)
CONTRACTED SERVICES	1,019.38	2,500.00	1,500.00	1,500.00	1,500.00	1,500.00	-40.00%	(1,000.00)
PRINTING SERVICES	5,945.19	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
FIELD TRIPS	3,907.61	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%	-
RECREATION SQUIRT EXPENSE	1,516.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
RECREATION YOUTH EXPENSE	36,230.52	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
RECREATION ADULT EXPENSE	4,526.41	9,000.00	9,000.00	9,000.00	9,000.00	9,000.00	0.00%	-
RECREATION WPC/REC CLUB EXP	18,813.24	37,000.00	37,000.00	37,000.00	37,000.00	37,000.00	0.00%	-
RECREATION SUMMER WEEKLY EXP	8,852.33	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
RECREATION WATERFRONT EXP	4,903.16	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
RECREATION BROCHURE EXPENSE	5,815.27	14,000.00	14,000.00	14,000.00	14,000.00	14,000.00	0.00%	-
GASOLINE	-	435.00	345.00	345.00	345.00	345.00	-20.69%	(90.00)
OFFICE SUPPLIES	774.23	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00%	-
OTHER RECREATION SUPPLIES	-	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	0.00%	-
TRAVEL-MILEAGE	462.53	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	0.00%	-
MEETINGS & CONFERENCES	934.79	1,866.00			2,000.00	2,200.00	-100.00%	(1,866.00)
DUES AND MEMBERSHIPS	87.50	275.00	275.00	275.00	275.00	275.00	0.00%	-
XFER TO GF - DIRECT/INDIRECT COSTS	109,721.00	108,049.00	110,000.00	140,130.00	140,130.00	140,130.00	29.69%	32,081.00
ENCUMBRANCES								-
CATEGORY TOTAL	204,407.61	275,455.00	273,650.00	303,780.00	305,780.00	305,980.00	10.28%	28,325.00
DEPARTMENT TOTAL	1,130,913.37	1,407,253.00	1,449,866.00	1,429,996.00	1,518,771.00	1,555,204.00	1.62%	22,743.00

Personnel:

Position	FTE	Unit	Salary	Longevity	Total
Director	1.0	EXEM	117,091.00		117,091.00
Asst. Director	1.0	OPEIU	94,357.00	1,100.00	95,457.00
Office Manager	1.0	OPEIU	68,201.00	600.00	68,801.00
Administrative Assistant	1.0	CWA	53,792.00	600.00	54,392.00
Rec Supervisor - Union	7.8	OPEIU	436,692.00	3,783.00	440,475.00
Other Recreation Staff		NON	350,000.00		350,000.00
Total Personal Services	11.8		1,120,133.00	6,083.00	1,126,216.00

Other Metrics:

Please visit the Westford Recreation's website at <http://www.westfordrec.com/info/default.aspx> for further information regarding programs offered.

ORG	DESCRIPTION	FY22 % Allocation	FY22 TMR	FY22 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	1.19%	435,956	5,207
132	FINANCE DEPT	1.19%	152,039	1,816
135	ACCOUNTING	1.19%	296,246	3,538
135	AUDIT SERVICES	1.19%	38,750	463
145	TREASURER/COLLECTOR - PERS SVCS	1.19%	260,278	3,109
152	HUMAN RESOURCES	1.63%	236,757	3,865
155	TECHNOLOGY-Personal Services	1.19%	338,439	4,042
	Workers Compensation	5.77%	553,793	31,937
	Unemployment Compensation	1.63%	150,000	2,449
	Comprehensive Liability	1.19%	180,000	2,140
	Excess Umbrella Liability	0.95%	13,000	124
	Auto Liability	3.02%	90,000	2,715
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	0.00%	43,500	0
	SUBTOTAL			61,406
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		68,902
	F.I.C.A. MEDICARE	1.45%		11,577
	RETIREMENT	2.22%	5,950,276	104,329
	DIRECTOR OF PARKS & GROUNDS SALAR	-60.00%	117,091	(70,255)
	ASST RECREATION DIRECTOR SALARY	-10.00%	94,357	(9,436)
	OFFICE MANAGER SALARY	-25.00%	68,201	(17,050)
	SUBTOTAL			88,066
	FY22 ASSESSMENT			149,473
	FY20 Adjustment Based on Actual Expenses			(9,343)
TOTAL FOR RECREATION ENTERPRISE				140,130

640 Ambulance Enterprise

Mission Statement:

Westford Ambulance Service is committed to preventing loss of life resulting from injuries, medical emergencies, and disasters. We are committed to providing the highest quality in pre-hospital medical care to individuals who seek our services. Our sense of purpose is reflected in time sensitive, medically sound, competent, respectful, and compassionate delivery of professional medical care.

Goals:

- To work with the emergency physicians and senior paramedics to assess training needs to keep skills proficient, and to train responders on new equipment and procedures.
- Review and update as needed the Rules & Regulations and Standard Operating Guidelines (SOG's) and work on OSHA/DLS compliance.
- Ongoing review of ALS billing agreements with neighboring communities.
- Work with our billing company to ensure our billing system is efficient and adjust as necessary.
- To develop an in-house training program by looking at new training and tracking software that conforms to the National Registry of EMTs Continuing Education requirements.
- Evaluate Fire Department staffing issues by looking at options of increasing overtime and staffing.
- Adding additional personnel to bring staffing levels up to 11 per shift and add a full-time EMS Coordinator.

Description of Changes:

- Ambulance Enterprise Budget total has a total increase of 11.32%. The majority of the increase is due to the direct and indirect costs (+\$119,213). The remainder of the increase is due to step raises.
- The IAFF union contract expires on June 30, 2021. This budget does not reflect any new collective bargaining agreements.
- Overtime is increasing 11.11% to adjust for contractual increases, and in order to maintain a safe level of staffing. Our liability is increasing for Vacation/Sick/Personal time and the back to back calls the department is handling which can reduce the available in-town staff by over 50%. Additional overtime will be used for shift callbacks and to allow for full staffing of our shifts to ten more regularly. For the FY20 Fire/Ambulance overtime, there were a total 16,475 hours taken off and 8,386 (51.0%) overtime hours filled at an average rate of \$52.75.
- Educational incentive pay increases in the Personnel Budgets represents an increase in Firefighters seeking education.

Programs & Services:

Around-the-clock ALS (advanced life support) care is in its second year to town. ALS provides an advanced level of care as compared to BLS (basic life support). ALS provides IV drug administration, cardiac monitoring, and advanced airways.

Personnel:

Position	FTE	Unit	Salary	Longevity	Education	Holiday Pay	Total
Paramedic	9.0	IAFF	629,373.00	2,400.00	12,486.00	26,526.00	670,785.00
Call EMTs			200.00				200.00
Overtime			150,000.00				150,000.00
Holiday Overtime			10,783.00				10,783.00
Training Wages			34,000.00				34,000.00
Total Personal Services	9.0		824,356.00	2,400.00	12,486.00	26,526.00	865,768.00

Other Metrics: There were 1,385 total billable calls in FY20 with a Net Billing (Gross Billing minus required deductions, i.e. Medicare) of \$1,455,915 and total collections of \$973,112. Medicare patients are represented at over 22% of the Gross Billing but also accounted for 43% of mandatory deductions.

There were 820 billable ALS calls in FY20 vs. 565 BLS calls. The average ALS billable amount was \$1,983 vs. BLS of \$1,592. \$222,200 of ambulance billing was written off in FY20 with 60% of that being residents.

There was \$78,055 that was sent to collections, with over 90% of that figure made up of non-residents.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
FIREFIGHTERS	578,658.61	595,347.00	629,373.00	629,373.00	639,195.00	647,307.00	5.72%	34,026.00
CALL EMTS	45.30	250.00	200.00	200.00	200.00	200.00	-20.00%	(50.00)
OVERTIME	95,960.96	135,000.00	150,000.00	150,000.00	155,000.00	160,000.00	11.11%	15,000.00
HOLIDAY OVERTIME	10,363.20	10,948.00	10,783.00	10,783.00	10,783.00	10,783.00	-1.51%	(165.00)
TRAINING	40,504.49	34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%	-
EDUCATION INCENTIVE PAY	15,381.78	18,486.00	12,486.00	12,486.00	12,584.00	12,694.00	-32.46%	(6,000.00)
HOLIDAY PAY	24,246.81	25,092.00	26,526.00	26,526.00	26,940.00	27,282.00	5.71%	1,434.00
LONGEVITY	2,400.00	2,400.00	2,400.00	2,400.00	3,850.00	5,300.00	0.00%	-
CATEGORY TOTAL	767,561.15	821,523.00	865,768.00	865,768.00	882,552.00	897,566.00	5.39%	44,245.00
EXPENSES								
UNIFORM ALLOWANCE	10,769.01	10,825.00	8,550.00	8,550.00	8,550.00	8,550.00	-21.02%	(2,275.00)
ELECTRICITY	7,795.78	8,346.00	8,110.00	8,110.00	8,273.00	8,439.00	-2.83%	(236.00)
NATURAL GAS	3,177.13	4,167.00	7,310.00	5,500.00	7,457.00	7,607.00	31.99%	1,333.00
WATER	1,115.69	950.00	1,500.00	1,500.00	1,530.00	1,561.00	57.89%	550.00
BUILDING MAINTENANCE	9,406.70	4,000.00	4,000.00	4,000.00	4,080.00	4,162.00	0.00%	-
VEHICLE MAINTENANCE	8,308.02	7,000.00	7,000.00	7,000.00	7,140.00	7,283.00	0.00%	-
EQUIPMENT MAINTENANCE	10,092.20	12,500.00	12,500.00	12,500.00	12,750.00	13,005.00	0.00%	-
COMMUNICATION EQUIPMENT MAINTENANCE	2,959.78	1,500.00	1,500.00	1,500.00	1,530.00	1,561.00	0.00%	-
TRAINING & DEVELOPMENT	4,989.99	6,000.00	6,000.00	6,000.00	6,120.00	6,243.00	0.00%	-
CONTRACTED SERVICES	53,892.25	60,000.00	60,000.00	60,000.00	61,200.00	62,424.00	0.00%	-
POSTAGE	237.50	400.00	400.00	400.00	408.00	417.00	0.00%	-
PRINTING SERVICES	433.08	400.00	450.00	450.00	459.00	469.00	12.50%	50.00
GASOLINE	13,494.73	15,634.00	15,750.00	12,000.00	16,065.00	16,387.00	-23.24%	(3,634.00)
OFFICE SUPPLIES	711.36	600.00	600.00	600.00	612.00	625.00	0.00%	-
CUSTODIAL/CLEANING SUPPLIES	1,816.09	550.00	550.00	550.00	561.00	573.00	0.00%	-
VEHICULAR PARTS & ACCESSORIES	8,620.60	11,000.00	11,000.00	11,000.00	11,220.00	11,445.00	0.00%	-
VEHICULAR TIRES & TUBES	2,754.08	3,000.00	3,000.00	3,000.00	3,060.00	3,122.00	0.00%	-
HEALTH / MEDICAL SUPPLIES	64,289.17	70,000.00	71,000.00	66,000.00	72,420.00	73,869.00	-5.71%	(4,000.00)
OXYGEN	1,326.50	1,100.00	1,100.00	1,100.00	1,122.00	1,145.00	0.00%	-
MEETINGS & CONFERENCES	103.05	1,000.00	1,000.00	-	1,020.00	1,041.00	-100.00%	(1,000.00)
DUES & MEMBERSHIPS	3,600.00	3,200.00	3,200.00	3,200.00	3,264.00	3,330.00	0.00%	-
XFER TO GF - DIRECT/INDIRECT COSTS	380,831.00	318,383.00	318,383.00	437,596.00	437,596.00	437,596.00	37.44%	119,213.00
ENCUMBRANCES	8,326.00							-
CATEGORY TOTAL	599,049.71	540,555.00	542,903.00	650,556.00	666,437.00	670,854.00	20.35%	110,001.00
DEPARTMENT TOTAL	1,366,610.86	1,362,078.00	1,408,671.00	1,516,324.00	1,548,989.00	1,568,420.00	11.32%	154,246.00

ORG	DESCRIPTION	FY22 % Allocation	FY22 TMR	FY22 Allocation TMR
INDIRECT COST				
123	TOWN MANAGER	1.53%	435,956	6,689
132	FINANCE DIRECTOR	1.53%	152,039	2,333
135	ACCOUNTING	1.53%	296,246	4,545
135	AUDIT SERVICES	1.53%	38,750	595
145	TREASURER/COLLECTOR - PERS SVCS	1.53%	260,278	3,993
152	HUMAN RESOURCES	1.20%	236,757	2,845
155	TECHNOLOGY-Personal Services	1.53%	338,439	5,193
220	FIRE ADMIN/CLERICAL	30.61%	389,491	119,206
945	GENERAL INSURANCE			
	Workers Compensation	0.00%	553,793	0
	Unemployment Compensation	1.20%	150,000	1,803
	Comprehensive Liability	1.53%	180,000	2,762
	Excess Umbrella Liability	1.53%	13,000	199
	Auto Liability	1.53%	90,000	1,381
	Public Officials Liability	1.20%	35,000	421
	Police & Fire Liability	13.83%	72,000	9,956
	General Liability Insurance	1.53%	43,500	667
	Total Indirect Costs			162,587
DIRECT COST				
	HEALTH/LIFE INSURANCE	100.00%		119,134
	F.I.C.A. MEDICARE	1.45%		10,104
	RETIREMENT	2.73%	5,950,276	159,411
	Total Direct Costs			288,649
	FY20 Adjustment Based on Actual Expenses			(13,640)
TOTAL FOR AMBULANCE ENTERPRISE				437,596

650 Stormwater Enterprise

Mission Statement:

It is the mission of the Stormwater Enterprise to adhere to a cost-effective approach to addressing drainage infrastructure needs while considering local, state and federal water quality initiatives to protect our valuable water resources now and for future generations.

Goals:

- Replace the temporary first-year billing system with UBCIS Munis software as a permanent billing solution.
- Process all billing adjustment and credit applications and assist the Stormwater Fee Appeals Panel with formal appeals.
- Develop and implement an annual culvert replacement program based on the results of the town-wide culvert assessment study.
- Include improved stormwater management practices as part of infrastructure related construction projects.
- Complete town-wide screening and inspections of town owned drainage outfalls.
- Comply with Year 3 requirements of EPA's NPDES Municipal Separate Storm Sewer System (MS4) permit.

Description of Changes:

FY22 will be the second year of the Stormwater Enterprise budget. The proposed budget of \$1,209,662 is less than the expected revenue and general fund subsidy of \$1,536,696 because the operating budget does not include "pay as you go" capital requests, and we want to be financially cautious with the first few years of an enterprise because the general fund is responsible for absorbing any operating losses. The detail of the direct and indirect costs are after the operating budget. As you can see, the direct and indirect costs include portions of employee's salaries in other departments, such as the 2% Treasurer/Collector and 15% of the Heavy Equipment Operators salaries. It was determined that most efficient way to charge these salaries to the Stormwater Enterprise is through the direct and indirect costs. Lastly, in May of 2020, the town's street sweeper broke and we had to replace it immediately to comply with the Federal EPA regulations. The street sweeper was set to be purchased the following year according to the stormwater enterprise capital plan. The town purchased the street sweeper using general fund money for \$207,812 with the intention of charging this amount back to the stormwater enterprise. To do so, in FY22 the annual \$600,000 general fund subsidy for the stormwater enterprise is being reduced to \$392,188 to reimburse the general fund for the cost of the street sweeper.

Programs & Services:

Introduction

Our town maintains a drainage system valued at over \$150,000,000. The drainage system carries water from roads and properties back to the waterways that provide our drinking water throughout Westford. The Environmental Protection Agency (EPA) has increased stormwater

management requirements across the country with the goal of protecting and improving water resources. A Stormwater Master Plan was completed in 2017 for Westford and provided information to allow us to properly plan for, and comply with EPA regulations, through operational, maintenance, and capital improvements to our stormwater management systems.

Revenue Requirements

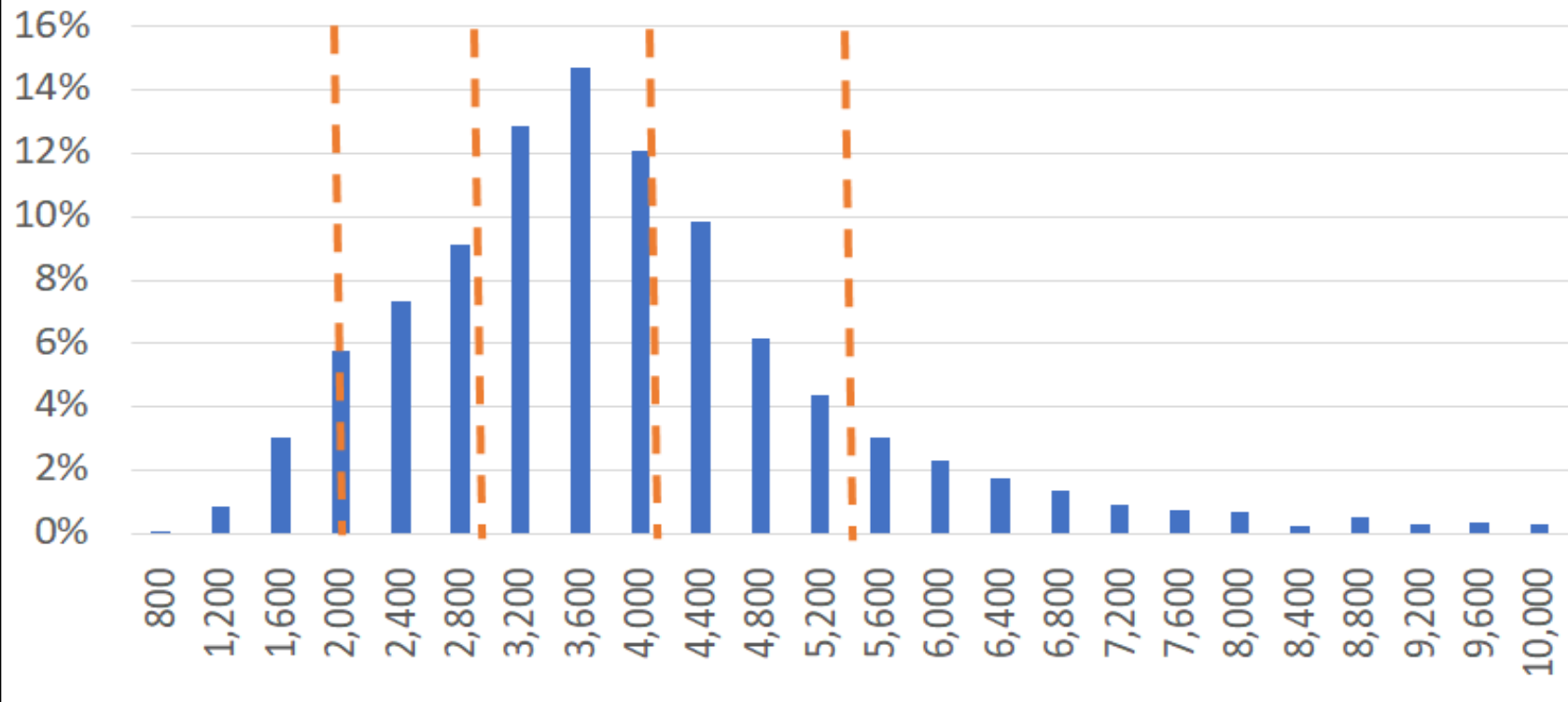
The Stormwater Master Plan provided detailed information about our existing infrastructure and made recommendations for supporting a Stormwater Management Plan. Three levels of service were modeled; minimum, protective and advanced. The Board of Selectmen agreed that the protective level of service is the right choice for Westford. The protective level of service provides funding for compliance with EPA and DEP regulations through a program to repair and replace aging infrastructure. Prior to FY21 the town spent approximately \$600,000 per year on stormwater management related activities. To move to a protective level of service, the cost was projected to be approximately \$1,000,000 more per year for Fiscal Years 21 – 23 based on our budget projections.

Funding Solution

In August of 2019, the Board of Selectmen established a Stormwater Utility Fee in accordance with MGL CH 83:16 (www.westfordma.gov/sw-mgl-ch-83-16) and the first stormwater bills were mailed out in early FY21. The fee is based upon impervious surface area, broken down into five tiers for Single Family Residential (SFR) properties. The middle tier represents the most common sized impervious surface area for SFR properties, and is used to establish one unit, called an Equivalent Residential Unit (ERU). Non-single-family residential properties are charged a fee of \$75.00 per ERU, based upon the size of impervious surface area on their property. Bills are issued in one mailing containing two bill stubs, allowing the option to pay upon receipt or bi-annually.

SFR Properties Impervious Square Footage	Proportion in Tier	Yearly Fee	ERU
Tier 1: <2,000 Square Feet	10%	\$ 37.50	0.5
Tier 2: >2,000 to <=2,900	19%	\$ 52.50	0.7
Tier 3: >2,900 to <=4,100	40%	\$ 75.00	1.0
Tier 4: >4,100 to <=5,500	20%	\$ 97.50	1.3
Tier 5: >5,500 Square Feet	11%	\$150.00	2.0

SFR Impervious Area Distribution



A parcel lookup tool as well as other stormwater billing information is available on the town's website at <https://www.westfordma.gov/1351/Stormwater-Billing>. The parcel lookup tool allows you to view details on your property's impervious surface area and calculated stormwater fee.

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
PERSONAL SERVICES								
STAFF ENGINEER			80,000.00	80,000.00	80,000.00	80,000.00		80,000.00
ADMINISTRATIVE ASSISTANT		24,660.00	26,133.00	26,133.00	26,133.00	26,133.00	5.97%	1,473.00
PROJECT INSPECTOR - FACILITIES TECH		41,296.00	-	-	-	-	-100.00%	(41,296.00)
EQUIPMENT OPERATORS / LABORERS		24,033.00	26,257.00	26,257.00	27,092.00	27,961.00	9.25%	2,224.00
OTHER OVERTIME		2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	0.00%	-
DEPARTMENTAL STIPENDS		1,150.00	800.00	800.00	800.00	800.00	-30.43%	(350.00)
LONGEVITY		425.00					-100.00%	(425.00)
CATEGORY TOTAL	-	93,564.00	135,190.00	135,190.00	136,025.00	136,894.00	44.49%	41,626.00
EXPENSES								-
SPECIAL DETAILS		11,000.00	11,000.00	11,000.00	11,000.00	11,000.00	0.00%	-
VEHICLE MAINTENANCE		28,806.00	28,806.00	28,806.00	28,806.00	28,806.00	0.00%	-
EQUIPMENT MAINTENANCE		1,260.00	1,260.00	1,260.00	1,260.00	1,260.00	0.00%	-
IT MAINTENANCE SUPPORT			14,264.00	14,264.00	14,264.00	14,264.00		14,264.00
DRAINAGE MAINTENANCE		34,000.00	34,000.00	34,000.00	34,000.00	34,000.00	0.00%	-
DRAINAGE INVESTIGATION		50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	0.00%	-
CATCH BASIN CLEANING		66,000.00	66,000.00	66,000.00	66,000.00	66,000.00	0.00%	-
STREET SWEEPING		75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	0.00%	-
STREET WASTE DISPOSAL SERV		30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	-
TESTING / WATER QUALITY SERV		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
PIPE MONITORING		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
ENGINEERING SERVICES		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	0.00%	-
MS4 GENERAL PERMIT COMPLIANCE		93,500.00	93,500.00	93,500.00	43,500.00	43,500.00	0.00%	-
MS4 CORRECTIVE ACTIONS		15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	0.00%	-
CONTRACTED SERVICES		8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	0.00%	-
FEE CONSULTING SERVICES		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	0.00%	-
POSTAGE AND PRINTING EXPENSE		12,000.00	12,000.00	12,000.00	12,000.00	12,000.00	0.00%	-
DIESEL FUEL/GAS		2,200.00	2,200.00	2,200.00	2,200.00	2,200.00	0.00%	-
SOFTWARE SERVICES		11,710.00	11,710.00	11,710.00	11,710.00	11,710.00	0.00%	-
XFER TO GF - DIRECT/INDIRECT COSTS		393,964.00	393,964.00	430,908.00	430,908.00	430,908.00	9.38%	36,944.00
ENCUMBRANCES								-
CATEGORY TOTAL	-	862,440.00	876,704.00	913,648.00	863,648.00	863,648.00	5.94%	51,208.00

DESCRIPTION	FISCAL 2020 ACTUAL	FISCAL 2021 BUDGET	FISCAL 2022 REQUEST	FISCAL 2022 TMR	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2022 % INC/DEC	FISCAL 2022 \$ INC/DEC
10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL		3,000.00	3,000.00	3,000.00	3,000.00	2,295.00	0.00%	-
10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST		225.00	165.00	165.00	105.00	45.00	-26.67%	(60.00)
MAIN STREET RECONSTRUCTION - PRINCIPAL		78,206.00	78,206.00	78,206.00	78,206.00	78,206.00	0.00%	-
MAIN STREET RECONSTRUCTION - INTEREST		32,003.00	28,093.00	28,093.00	24,182.00	20,272.00	-12.22%	(3,910.00)
SUBTOTAL - ISSUED BONDS	-	113,434.00	109,464.00	109,464.00	105,493.00	100,818.00	-3.50%	(3,970.00)
OAK HILL RECONSTRUCTION PROJECT - PRINCIPAL					-	181,800.00		-
OAK HILL RECONSTRUCTION PROJECT - INTEREST		40,400.00	36,360.00	36,360.00	60,600.00		-10.00%	(4,040.00)
CULVERT DESIGN, PERMITTING & REPLACEMENT - PRINCIPAL		25,000.00			45,000.00	44,000.00	-100.00%	(25,000.00)
CULVERT DESIGN, PERMITTING & REPLACEMENT - INTEREST		21,250.00	15,000.00	15,000.00	15,000.00	45,000.00	-29.41%	(6,250.00)
DRAINAGE IMPROVEMENT PROGRAM - PRINCIPAL		66,000.00			-	30,000.00	-100.00%	(66,000.00)
DRAINAGE IMPROVEMENT PROGRAM - INTEREST		28,050.00			-		-100.00%	(28,050.00)
INTEREST ON SHORT-TERM DEBT								-
SUBTOTAL - NON-ISSUED BONDS	-	180,700.00	51,360.00	51,360.00	120,600.00	300,800.00	-71.58%	(129,340.00)
CATEGORY TOTAL	-	294,134.00	160,824.00	160,824.00	226,093.00	401,618.00	-45.32%	(133,310.00)
DEPARTMENT TOTAL	-	1,250,138.00	1,172,718.00	1,209,662.00	1,225,766.00	1,402,160.00	-3.24%	(40,476.00)

ORG	DESCRIPTION	FY22 % Allocation	FY22 TMR	FY22 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	1.06%	435,956	4,636
132	FINANCE DEPT	1.06%	152,039	1,617
135	ACCOUNTING	1.06%	296,246	3,150
135	AUDIT SERVICES	1.06%	38,750	412
145	TREASURER/COLLECTOR - PERS SVCS	1.06%	260,278	2,768
152	HUMAN RESOURCES	0.59%	236,757	1,389
155	TECHNOLOGY-Personal Services	1.06%	338,439	3,599
	Workers Compensation	0.59%	553,793	3,249
	Unemployment Compensation	0.59%	150,000	880
	Comprehensive Liability	1.06%	180,000	1,914
	Excess Umbrella Liability	1.06%	13,000	138
	Auto Liability	1.06%	90,000	957
	Public Officials Liability	1.06%	35,000	372
	General Liability Insurance	1.06%	43,500	463
	SUBTOTAL			25,545
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		42,074
	F.I.C.A. MEDICARE	1.45%		4,600
	RETIREMENT	1.15%	5,950,276	64,828
	ASSISTANT TOWN MANAGER	2.00%	129,255	2,597
	TREASURER COLLECTOR	2.00%	113,099	2,279
	GIS COORDINATOR	15.00%	84,244	12,765
	DPW DIRECTOR	15.00%	136,102	20,416
	DPW BUSINESS MANAGER	15.00%	106,971	16,046
	TOWN ENGINEER	20.00%	117,483	23,497
	ASSISTANT TOWN ENGINEER	20.00%	100,513	20,103
	HIGHWAY SUPERINTENDENT	15.00%	122,006	18,301
	OPERATIONS SUPERVISOR	15.00%	80,212	12,032
	CREW SUPERVISOR	15.00%	142,094	21,314
	HVY EQUIP. OPERATOR	15.00%	693,919	114,671
	SUBTOTAL			375,522
	FY22 ASSESSMENT			401,067
	FY20 Adjustment Based on Actual Expenses			0
TOTAL FOR STORMWATER ENTERPRISE				401,067

Water Enterprise Direct and Indirect Cost:

ORG	DESCRIPTION	FY22 % Allocation	FY22 TMR	FY22 Allocation TMR
INDIRECT COSTS				
123	TOWN MANAGER	0.00%	435,956	0
132	FINANCE DEPT	0.00%	152,039	0
135	ACCOUNTING	0.00%	296,246	0
135	AUDIT SERVICES	0.00%	38,750	0
145	TREASURER/COLLECTOR - PERS SVCS	0.00%	260,278	0
152	HUMAN RESOURCES	0.00%	236,757	0
155	TECHNOLOGY-Personal Services	0.00%	338,439	0
	Workers Compensation	0.00%	553,793	0
	Unemployment Compensation	0.00%	150,000	0
	Comprehensive Liability	0.00%	180,000	0
	Excess Umbrella Liability	0.00%	13,000	0
	Auto Liability	0.00%	90,000	0
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	0.00%	43,500	0
	SUBTOTAL			0
DIRECT COSTS				
	HEALTH/LIFE INSURANCE	100.00%		934
	F.I.C.A. MEDICARE	1.45%		75
	RETIREMENT	1.15%	5,473,719	5,368
	WATER SUPERINTENDENT	5.00%	112,200	5,610
	ENVIRONMENTAL COMPLIANCE MGR	5.00%	86,551	4,328
	GIS PROJECT MANAGEMENT ANALYST	20.00%	66,300	13,525
	SUBTOTAL			29,841
	FY22 ASSESSMENT			29,841
	FY20 Adjustment Based on Actual Expenses			0
TOTAL FOR STORMWATER ENTERPRISE				29,841